



Part 1 Minutes of the Meeting of the Governing Body Held on 29 June 2021 at 6.15pm via MS Teams/in Oak 122

Present

Gideon Schulman (Chair) (GS)
 Terry Butland (Vice Chair) (TB)
 Sarbdip Noonan (Principal) (SN)
 Sundeep Bhandari (SB)
 Ramya Vadivel (RV)
 Kate Parsley (KP)
 Viresh Paul (VP)
 Simon Radford (SR) (joined late)
 Carlton Downie (CD)
 Ramin Hashemian (RH)

In Attendance

Bob Pattni (DP Finance and Planning) (BP)
 Joanna Swindells (VP Curriculum and Quality) (JS)
 Robert Heal (Director of Governance) (RoH)

Observers

Divyesh Kamdar (DK)
 Laura Ndubuisi-Kanu (LNK)

1. Chair's Opening Remarks and report of any Chairs Action taken since the last meeting:

The Chair welcomed all to the meeting and noted that this was the last Board meeting of the Academic year. He welcomed two observers Laura & Divyesh, who would be recommended as new members later this evening and confirmed he would be happy to hear their contribution.

The Chair stated this was the end of his second year as Chair and thanked all Governors and executive for their support, especially our Principal Sarbdip Noonan. HE stated he was proud of all the staff and the job they had done, especially during a pandemic year.

The Chair introduced and welcomed RoH as this was his first full Board meeting. He also thanked TB, who was standing down as Vice Chair and noted his longevity and excellent challenges. It was noted that VP would be taking a year's sabbatical following his appointment as President of the London Society of Chartered Accountants at ICAEW. He thanked the student Governors in their absence and noted that new student governor elections are currently in progress.

To advise that Part 2 will be taken later for confidential and legal matters and that regulations guide us that these can only be shared with independent external Governors; and will therefore require some staff members and observers to withdraw.

Finally, the Chair noted that we are clearly now an outstanding college and again thanked everyone for their support.

Papers were taken as read

SR joined late at this point

2. Apologies for Absence

Apologies were received from JL, JD, ShR and RB due to other commitments. Student Governors were absent without apologies.

3. Declaration of Interests

GS – item 15 Election of Chair

4. Minutes of the meeting held on 23 March 2021

These were accepted as a true record

5. Action points review

All action points have been consolidated into other items for appropriate review. Property strategy is within the Principals report and Governor Policies to be integrated into the Governance Handbook for approval by Board in October.

ACTION – GOVERNORS HANDBOOK AND POLICIES TO BOARD IN OCTOBER

6. Matters Arising not on the Agenda

There were no matters arising not noted on the agenda

7. Terms of reference Approval

Committee Terms of Reference approvals were ratified by the Board.

APPROVED

THE COMMITTEE TERMS OF REFERENCE

8. Principal's Report

i. The Principal's Report inc. Property Strategy

SN highlighted that this year has been a challenging time for the College and has stretched both the leadership and staff. However, the staff have done an amazing job despite the pandemic, additional workload, demands on their mental health and the additional safeguarding amendments on top of the Government changes. They have adapted, adjusted and overcome these obstacles. The future of the College is looking incredibly positive with a growing surplus, increasing contracts and with the DfE investing in the estates and campus, reminding that Stanmore is only one of two London colleges to be awarded this.

The report goes on to cover the white paper called "skills for jobs" which identifies the Government priorities for Further Education and puts employers at heart, so that education and training leads to jobs, improves productivity and fills skill gaps. The government sees colleges playing a critical role in post pandemic environment.

SN noted that the and Queens speech and the Post 16 bill in Parliament may lead to fixed terms for Principals, Chairs and board members, with annual assessments for board members and regular external governance review; as well as Chairs remuneration. The

DfE are clearly intending to monitor performance of Principals and the governing bodies. The 5 key areas of the white paper are noted in the report and this was issued 3 months after the independent commission on colleges for future, which identified what the country needs from Colleges from 2030 onwards.

The two documents are very similar and both say there is a call for providers, employers and stakeholders to work together to produce local skill improvement plans. The key point is that all post 16 providers should work in partnership with employers and the labour market to support growth areas. There is also a call for longer term funding for the sector and the review picks up on several key measures; that there is a life-long 4-year loan entitlement for adults to have flexibility for modular learning, that can be used at University or HE and is available from 2024. The local skills improvement plans align the Post 16 technical education with employers' standards. There is a roll out of the higher technical qualifications at Level 4 & 5 creating a system of equality and accessibility.

Under the communication section SN noted the capital funding details to replace some campus buildings, where we have met with the DfE and agreed our option number and work progresses on this matter with weekly keep in touch meetings , information under assessment, a working committee and development of co-opted specialist members. We have approached Phillip Simmonds a former Governor who specialises in this area to be co-opted on to this committee and the committee Terms of reference are being drafted.

Looking at the building models, what is being suggested is that Rowan, Oak , Elm & Willow be replaced and closely connected together to create a student friendly and cohesive community area.

SN has met with local MP Bob Blackman, to keep him informed and continue his ongoing support.

West London Principals (WLP), deputy and vice principal meetings have continued and the vice principals regularly meet with their counterparts and we have worked on a number of key documents and lengthy bids together.

Finally, SN reviewed key statistics in the report and noted that there has been an outstanding performance this year, financially, operationally and academically; except for student loans, which has been driven by less students taking loans due to the pandemic and job market insecurities.

ii. ESFA strategic meeting feedback

The ESFA have sent a feedback letter, SN noted it was pleasing to read and to have this area resolved. The Governors all agreed.

SN quoted "...it was reassuring to note the sense of passion, ambition, and commitment that the College leadership has brought to continuous improvement, demonstrating how a small college can be successful in a very challenging and very competitive environment."

The key features were:

- Responsive curriculum offer, providing broad pathways and different modes of deliver that meet learner and employer needs
- Flexible system which allows for broad pathways of qualifications, offering different modes of delivery, to better prepare the wider needs of the local
- Collaborative working, with local colleges, schools, business, and Local Authorities, is at the heart of your strategic plan and existing practice
- Provision through satellite centres that provide a strong interface to reach out to disadvantaged learners and enhance the College growth strategy. The College delivers the core aspect of the study programme, while the partners provide suitable learning environment and tailored wraparound support.
- A strong, but adaptive, strategic plan that prepares the College for post Brexit environment and responds to emerging policies and government priorities.

SN noted this highlights our strategic plan and partnership working to deliver the area wide Government initiatives.

The letter also noted "that you have been improving governance arrangements over the past few years and have a regular governance review cycle. We also noted that you would be interested to discuss an external review and the support available from the FEC team."

SN suggested this differed from our recollection, but was not an unexpected or unwelcome outcome.

TB noted this was a good report across all aspects of the College; and suggested that regards to estate development plans, at appropriate moment, we need to employ a full-time project manager (PM) He highlighted that temptation is to pass the role to a busy person, but with such a large build, that there will be lots to keep on track over a long time and suggests we need a stand-alone PM to report to Executive rather than a DfE lead.

SN noted this will be a phased replacement. The focus must remain on the classroom and the learners and agreed we need a PM to ensure continuity.

GS agreed and noted this was part of ongoing discussions and would be followed up.

TB questioned whether West London Principals have submitted a bid to leave local plan, SN was unaware of this a noted that many bids were being awarded to the North of England believed to be part of a levelling up program; and suggested we wait and see what occurs.

RV offered congratulations and challenged whether we are exploring hybrid online classes over physical and onsite systems as part of the estate plans, now that employers are moving to more hybrid ways of working. SN confirmed we are.

BP added, we want to create digital classrooms of the future and seek RV's input and digital skill specialisms to drive our presentation to the DfE to ensure inclusion. RV agreed she was happy to work with staff.

RV challenged the low uptake in T levels and noted the marketing comments by the Principal; and asked what measures are the College taking to improve the marketing and

publicity. SN clarified that the College are promoting T levels, but the sector take up is low due to the lack of Government promotion and publicity.

GS noted that the College have been focussed on the result improvement over time, it is important that we do not lose sight of this core aspect as we develop the estate and new courses. He asked whether there were any other questions and thanked SN for a thorough report.

NOTED PRINCIPALS REPORT & ESFA LETTER

9. 5 Year Strategic Plan review

SN this is the Governors strategic plan and which all Governors have been an integral part in developing. It is an advancement on the previous 1-year plan's which focused on key financial stability, T&L and Student achievement needs; but these have been achieved and we can adapt to a 5-year strategy as we are ready to move forward and embark on a new longer-term pathway.

It addresses the Post 16 skills sector changes and the challenges that go with it. It also embraces all the current thinking, environmental sustainability (ES) and technological changes.

This focuses on demographics of a changing labour market and the impacts of BREXIT.

The content was discussed at strategic day and incorporated the Governors input. It focusses on what we need to provide to fill the skill gaps and assist young people to get work. And has key measurable milestones at 1, 3 and 5 years. It is both aspirational and achievable.

TB challenged that the estate development is to become a big issue and is contained within one priority; he asked that we consider a separate objective for this. A second point is climate change, and noted in 4.13 it mentions courses to help staff develop. TB suggested that change would need to occur over the next few years and the College may also benefit from developing these as adult courses.

SN noted this

RH suggested there was also huge demand for English language course at Stanmore SN noted that accessibility to courses in college is different to the Green agenda. RH clarified these as additional online course opportunities.

SN noted this would diversify the modes of delivery

SN confirmed the College would investigate ES specific courses e.g. energy supply, electrical cars etc. GS confirmed this would be a good direction for college and that the strategy deals with a wider community impact..

SB sought a clarification of point 6.11 which identified the objective of reducing the carbon footprint using consultants and asked how the objective metrics had been derived.

SN stated that the West London Principals have a consultant on retainer that has undertaken similar work. The metrics are proposed based on achievement identified elsewhere in the sector and through this consultants' work.

SB noted that in Banking sector they set their aspiration too high and are struggling to achieve. SN noted these were benchmarked against achievements seen within the education sector.

VP agrees with points made and the plan in general, but reminded the Board that this is a 5-year plan and is moving fast, with reviews in year and as such, continuously develop as we progress. He encouraged the deployment of the plan. SN confirmed it is already underway and will be reviewed year on year, with key milestones monitored. GS highlighted that it is the role of Governors to review the plan and its progress.

CD asked if the plan supported ES solar development within the new build plan. SN explained that the DfE will stipulate the final build plan outcomes but have ES as a target. CD suggested we should demonstrate ES to our students as part of the build. SN confirmed we have incorporated a student designed environmental plan that has been presented to SLT.

RoH highlighted Governor training from AoC in ES areas will be available.

GS sought any other questions and highlighted this was good piece of work that the Governors will now own.

NOTED 5 YEAR STRATEGIC PLAN REVIEW

10 i. Progress against the Strategic Operational Plan (SOP)

SN identified that the SOP brings the Qip & previous annual strategic plan together, combining the quality improvement self-assessment and strategic objectives into a single document. This plan runs alongside our BCP, as this plan could not have accommodated the challenges of both. The progress against all objectives in the SOP is excellent with majority of goals either amber or green. We expect all amber to progress to green by end of year. We review termly and are on track to achieve both the academic and finance performance goals.

SB challenged on p38 item 10.1, number 5.1 & 5.4 are showing as red from December 2020

SN This is GDPR onboarding applications via online not achieved, we have not done as systems not yet ready.

CD explained that the supplier for HR system has not actioned yet

BP noted e recruitment undergoing maintenance hasn't been updated due to covid.

SB whilst this is understood, can we have a comment for red items included in report in future.

SN agreed

NOTED PROGRESS MADE TO DATE ON THE STRATEGIC OPERATIONAL PLAN 2020/21

ACTION – UPDATE SOP TO SHOW COMMENTS FOR RED ITEMS AND INCLUDE IN HIGHLIGHTED REPORT.

10 ii. Key Performance Indicators

SN spoke to the KPI report and noted that the metrics under excellence, teaching & learning & assessment tend to be red awaiting the outturn of the academic year. The college attendance rate is at 85% and the student engagement is high at 95.2%. Students are engaged and have completed work, but the attendance has fallen due to end of year courses completing. We are on target to achieve applications and all other targets in green with performance being very good.

GS asked for comments and noted the good KPI results.

NOTED KPI's

10 iii. Business Continuity Policy update

SN highlighted key points; with rising Covid infections, the Government is delaying lifting restrictions until 19 July. We held the 2-day students onsite taster day with 219 on day 1, and 218 on day 2, compared to most other colleges undertaking online. Teacher Assessed Grades (TAG's) have been submitted and we have not had a review except the usual EQA schedule, suggesting they have been accepted as submitted. The 21/22 planned return is for 100% onsite; however, the contingency 65/35 model is ready in case. The Safeguarding Policy was updated in April to focus on sexual abuse in light of Ofsted update and the HSE contacted college and conducted an online audit of CV19 safeguarding procedures with no changes or recommendations forthcoming. The BCP will be reviewed for next year as elements migrate to the SOP, but will be retained in a more simplified form.

RV noted that course applications were increasing and challenged how recruitment of teaching staff was progressing to accommodate.

SN identified that the volume of students per course increased, which meant more students without significant increase in staffing. Where business cases exist we will recruit new staff through normal channels and note there is particular vacancies in engineering & IT that we are struggling to fill.

JS advised there was the "taking teaching further" program, recruiting teachers from industry to add value to College. Currently 3 in development.

SN highlighted that they bring real vocational skills to the classroom but they need to be trained in teaching to progress.

NOTED PROGRESS MADE TO DATE ON THE BUSINESS CONTINUITY POLICY

10iv Risk Register review June 2021

BP explained the summary June report of changes since May. No significant changes but need to highlight 6.2 pensions which remains red. There is a risk of poor performance of the pension fund due to the pandemic and falling dividends / share prices. We are awaiting an actuarial valuation to appreciate the outcome. This is a risk that we cannot control but needs to be appreciated by the Board. SR has been proposed to join the Harrow LGPS pensions board and will be asked to report back on committee meetings to better inform on this risk.

A Governor challenge on cyber security to the Audit Committee has been responded to and a paper on cyber security outlining our approach and incorporation in audit plan is included in the pack today. We are aware of college issues and risks and have mitigation in place and are mindful of the security. SB circulated a non-executive training document from the banking industry, shared with Audit Committee, to inform Governors.

GS called for questions.

RV how are we catching up with missed learning due to Covid.

SN all classes were offered additional tuition and catch up work was undertaken. It is also planned for next year. RV followed up on previous feedback regarding staff committing to undertake sessions. SN sessions are being caught up and staff are being persuaded, next year will be part of the observation process and integral in staff roles.

GS noted reduced learning in A level's was being seen nationally.

SN all students have a knowledge gap due to Covid. We carry out diagnostic sessions and identify the gaps, staff then bridge the gaps and these are called "missed learning sessions". Students have submitted assessments and will continue missed learning until end of academic year.

JS commented on diagnostic work from previous years in English & Maths and stated that from September this will include digital skills. Being mindful that this is key to student progress with self-directed learning.

NOTED RISK REGISTER

ACTION – SR TO REPORT ON LPGS COMMITTEE

11i. Draft minutes & verbal summary of the Curriculum & Quality Committee meeting on 11 May 2021

TB noted minutes were taken as read. He highlighted that the KPI attendance & punctuality had improved even during Covid. In year predicted achievement is going well and will likely meet higher target. In year predicted achievement is well monitored and evaluated, estimates suggest between 91% and 94% and well within target for year. Retention has gone down slightly due to online learning, but will still exceed College target. Teaching & Learning report highlighted a need for learner digital literacy improvement and timely staff feedback in some areas. But generally demonstrated good progress overall. 93% of teachers are meeting T&L expectations which is very positive. The Mid year survey results are also very positive. The initial survey achieved 48% response, so the College adapted and called out to get a higher response rate. The results demonstrated a significant improvement of key indicators. The Student Governors also gave good insight into the survey and the results. Learner Progression was reviewed and challenged, and responses suggest achieving the internal progression 95% target. There has been good progress in HE with a new partnership agreed in principle with University of West London, a partnership with Roehampton and we heard about collaboration with University of Shikzuoka in Japan.

Student governor involvement in C&Q has been good all year including their personal feedback, especially on assessment arrangements this year

Finally, we approved the Admissions Policy and the Board is recommended to ratify that approval.

GS called for any questions

SN noted the action point from the minutes regarding raising degree apprenticeships and highlighted that this is not on agenda at present and is an issue for the College. TB understood and noted his involvement elsewhere with degree apprenticeships.

SN noted the DfE would need to lift their apprenticeship sanctions before progression and DfE are not forthcoming.

GS noted this was frustrating

SN would task our Director of Marketing to invite the Minister for Further Education, Gillian Keegan, to College next year.

11ii Approval of Admissions Policy

The Board considered the noted changes to the Admissions Policy which the Curriculum & Quality Committee had recommended to the Board for approval

Approved.

NOTED REPORT OF THE CURRICULUM & QUALITY COMMITTEE

APPROVED THE COLLEGE'S ADMISSIONS POLICY

12. Draft minutes & verbal summary of the Audit Committee meeting on 15 June 2021

SB reported

- Terms of Reference updates to include Post 16 audit code update were agreed.
- Chair & Vice Chair remain Sundeep / Jean
- The Post 16 Audit Code has been extensively updated by ESFA and this noted was adopted. In particular, requirement to regularly tender external auditors, have committee specific training and skills assessment. Also to have external auditors present to the Boards.
- BCP, Risk Register & KPI's were reviewed and have come to Board.
- Internal audits were reviewed and financial controls had another clean bill of health.
- All other audits showed a clean bill of health
- We reviewed FE emerging issues and recommended this be shared with all.
- Management accounts show receipt of a £250k covid insurance claim giving a good position and year end forecast of £433k. Even the worst case was positive for the first time. It is noted that the College is now Financially Outstanding and forecast to remain so; and the ESFA have issued us a notice that we are no longer of concern.
- Following a recent malware event in Education sector, we discussed a cyber security review and the team allayed all our urgent fears. However, it was agreed to prioritise a review and gap analysis with internal auditors as part of the internal audit strategy.
- The external audit remains broadly similar to previous years and the level of materiality has not increased. It was noted that their costs have reduced, whereas the market generally was increasing due to Post 16 audit code changes.

NOTED REPORT OF THE AUDIT COMMITTEE

13i. Draft minutes & verbal summary of the Resources Committee meeting on 23 June 2021

VP reported that the Resources Committee had a long meeting and apparent repetition to Audit report. SN noted that there were different elements of common reports looked at by each committee.

- Terms of Reference updates were agreed.
- Appointing a Chair was deferred to next year when committee changes and new members would take effect.
- A full HR report was heard from Lorna Elliot and highlighted that minor changes in staff ethnicity profile is trending to better reflected the student community.
- BCP, risk register and KPI's were reviewed and challenged, and have been shared with Board.
- Management accounts show receipt of a £250k covid insurance claim giving a good position and year end forecast of £433k. This was robustly challenged and found to be a strong result. As such Resources recommended that the agreed £250 one off staff bonus for financial performance be paid and **call for Board approval.**

This was approved.

SR left at this time and commented, apologies I need to leave but wanted to congratulate those who wrote the papers. Some great reports and very happy about where the college is at currently.

VP continued:

- The College is now Financially Outstanding and forecast to remain so, as such the ESFA have issued us a notice that we are no longer of concern.
- The College funding is increasing year in year, but the College have identified disparity in the T level funding model, which has been grouped with academic students and equates to a £600k difference, which the College are challenging.
- Sub-contracting is being phased down further in favour of Direct Delivery following ESFA guidance and is predicted to reach as low as 5% next year and support improved quality, finance and management levels.
- The ESFA have issued revised subcontracting supply and supply chain policies. The Exec have confirmed that we are in adherence to them and that they support the migration to Direct Delivery model.
- Capital expenditure for T levels was robustly challenged as there is a synergy with the overall College capital plan. It was agreed to spend £250k to prepare for T levels rather than the £500k match funded grant, as the capital development would likely impact the same area; and this would be a waste. The ESFA would offset the £2560k from the Colleges capital payment giving us the best financial outcome in long term.
- **The indicative budget** has reviewed and challenged and forwarded to Board. It includes moderate surpluses of £150,000 - 170,000 over years and mirrors expectation, including staffing changes from HR report were moving from subcontract to direct delivery pay costs and **is recommended for approval.**

SB challenged the HR update which identified that the College has an aging / mature workforce and questioned whether this was a risk worthy of being on the risk register. SN confirmed we have an aging workforce demographic and recruit replacements as required.

BP noted we have done excellent work on retaining staff. Replacement of good quality staff is difficult and we are also growing our own.

SN There is a good balance of younger and more experienced staff.

VP noted this has been discussed at Resources and the overriding factor is the right person for the role, regardless of other factors.

TB congratulate the College on a surplus and commented that it was intriguing that a difficult year of Covid still had a surplus outcome. As the longest serving governor it was the best year he had seen.

VP clarified operational surplus as £150,000 - £200,000 without any rebates.

SN picked up on the repetition point made by VP in his report and confirmed that different committees have different KPI's and focused on committee specific elements.

VP agreed there should be distinct sections by committee

SN agreed - **ACTION**

Finally, **policies are also recommended for board approval** as per the agenda

13ii Fee Policy

13iii Reserves Policy

13iv Capability Policy

13v Updated Financial Regulations

13vi. Updated Health & safety policy

13vii. Indicative Budget & Forecast for 2021/22

All approved

GS thanked VP for service and wished well on his sabbatical

NOTED

REPORT OF THE RESOURCES COMMITTEE

APPROVED POLICIES AND INDICATIVE BUDGET & FORECAST

APPROVED- STAFF £250 BONUS PAYMENT

ACTION – KPI REPORT TO HAVE DISTINCT SECTIONS NOTED FOR EACH COMMITTEE TO REVIEW.

14 Governance Committee

14 i. Chair's Report of the Governance Committee meeting 23 June 2021

The Chair reported that the Governance Committee had discussed:

- that the Third-party transaction discussion with the ESFA had finally concluded.
- We also noted that with a few changes we would need to review committee chairs in the next academic year, including Governance committee.
- Terms of Reference updates were agreed.
- A revised Governors Action Plan to deliver Outstanding Governance was proposed. The format aligns to the AoC Code of Governance and the Ofsted framework and was agreed in principle. This will be presented to the board in October and Committees will take on areas of responsibility.

14ii. Resignations/Appointment of Governors

GS noted that Dr Raj Gill had resigned as Governor. We interviewed two good candidates and would like to propose them to the Board:

Divyesh Kamdar , a Managing Director and an accomplished Chartered Accountant, with a strong history in financial and operational risk management.

Laura Ndubuisi – Kanu, a Barclays Assistant Vice President in Framework & Policy areas with a strong CV, a thirst for personal development and strong vocational support for education.

Approval will be in part 2, but we recommend you approve

NOTED

REPORT OF THE GOVERNANCE COMMITTEE

15. Election of Chair and Vice Chair of Board of Governors

Election of the Chair and Vice Chair was led by the Director of Governance.

There was only one proposal of Chair – Rabbi Gideon Schulman and one proposal of Vice Chair – Cllr Jean Lammiman

This was proposed by VP and seconded by TB and voted unanimously in favour.

APPROVED

CHAIR & VICE CHAIR FOR THE FORTHCOMING ACADEMIC YEAR TO JULY 2022

CHAIR – RABBI GIDEON SCHULMAN

VICE CHAIR – CLLR JEAN LAMMIMAN

16. Link Governors annual summary

GS noted reports and it was identified that not all reports had been submitted.

SN stated that department links are available and this is a real opportunity for Governors to get to the heart of the College.

VP noted that an additional link meeting for DP Finance taken place on MS Teams

JS had met with Jean and has second visit planned on 5 July

TB noted that it was sometimes a struggle to arrange diaries with staff and proposed a link diary with regular meetings arranged by Director of Governance.

SN recommended 1 link visit per term.
VP suggested staff should initiate visits
SN felt it should be a collaboration
RoH agreed to arrange

ACTION – ARRANGE TERMLY LINK VISIT SCHEDULE & DIARISE

17. Any other Business

No other AOB

17i Meeting Dates proposal

RoH stated a revised schedule of meeting dates to better support financial evaluation and data preparation.

Agreed

**APPROVED
REVISED MEETING DATES**

18. Meeting Review and Evaluation

GS asked each member in turn if they wished to provide any feedback, observations etc. the responses are summarised below:

TB – none

VP- ok

KP- no

RV- good

DK – comment good to hear, looking forward to opportunity

LNK – thanks for opportunity

Carlton – no comment

SB - nothing

RH – nothing

BP – good meeting

SN – all fine

JS – nothing

GS stated it is a great team, very proud and thank you

ACTION - ONLINE SURVEY MEETING REVIEW FORM TO BE TRIALLED

19. Date of next meeting – Tuesday 12th October 2021

Meeting ended at 7.55pm

Signed

Chair

Date

Action Points

Item	Action	Responsible	Deadline	Completed
5	Governors handbook and policies to Board in October	RoH	October	October
10i	Update Strategic Operational Plan to show comments for red items and include in highlighted report to Governors.	SN	October	October
10iv	Report on LPGS committee	SR	July	Pending
13i	Staff £250 bonus payment approved	SN	July	July
13i	KPI report to have distinct sections noted for each committee to review.	SN	October	
16	Arrange termly link visit schedule and diarise	RoH	October	Pending
18	Online survey meeting review form	RoH	July	July