

## GOVERNING BODY



Minutes of a Meeting at the North Kensington Centre on Monday 27 March 2023 at 4.30 pm

---

### **Present:**

Ms Leisha Fullick, External Governor (**Chair**)  
Mr Victor Olowe, External Governor (**Vice-chair**)  
Mr Alex Cole, External Governor  
Miss Justine Brian, External Governor (by Teams)  
Mr Nic Durston, External Governor  
Ms Heather Fry, External Governor  
Mr Jerome Godfrey, Student Governor  
Mrs Gail Le Coz, External Governor  
Ms Susan Lindsey, External Governor  
Miss Marshal Ngcongco, Student Governor  
Mrs Debbie Ryle, Staff Governor  
Ms Moyra Samuels, External Governor  
Dr Melissa Score, Staff Governor  
Mr Jonathan Slater, External Governor (by Teams)  
Mr James Ward, External Governor (by Teams)  
Mr Raymundo Zuñiga, External Governor (by Teams)

### **Absent:**

Mr Pedro Dias Ferreira, External Governor  
Ms Gill Evans, External Governor  
Dr Andrew Gower, Principal and Governor  
Ms Jessie Peramal, External Governor

### **In attendance:**

Mr Will Mumford, LocatEd (Items 5.1 – 5.3 only)  
Mr Marco Macchitella, Deputy Principal  
Mr Ralph Moran, Chief Finance Officer (CFO)  
Mr Matthew Cunningham, Chief Marketing and Engagement Officer (CMEO)  
Ms Alison McNamara, Chief People Officer (CPO)  
Mr Craig Hanlon-Smith, Centre Principal, North Kensington  
Ms Bushra Iqbal, Centre Principal, Waterloo (by Teams)  
Mr Matias Shortcook, Centre Principal, Chelsea (by Teams)  
Dr Fiona Murray, Head of Curriculum (Health, Education and Applied Science) (Items 1 – 3 only)  
Mr Martin McNeill, Clerk to the Governing Body and Company Secretary  
Ms Katherine Cleator, Policy and Governance Officer

---

## **RESOLUTIONS**

- To confirm the minutes of the meeting held on 12 December 2022 (Minute 4.1)
- To delegate authority to approve the 2023 Accountability Statement to the Governance and Nomination Committee on certain conditions (Minute 5.5)
- To congratulate the staff of the College on the significant improvement in standards since merger recognised in the forthcoming Ofsted inspection report (Minute 5.9)

- To institute an annual skills audit based on a comparison between the skills currently available and those that the Governing Body is expected to require in the future (Minute 8.3)
  - To approve an interim People Strategy 2023-25 (Minute 9.4)
  - To approve a revised Equality , Diversity and Inclusion (EDI) Maturity Model and 2022-23 Action Plan (Minute 9.5)
  - To approve a revised Environmental Sustainability Policy for review not later than 31 March 2027 (Minute 10.2)
  - To approve a revised Adult Education Pound Plus Policy for review not later than 31 March 2027 (Minute 10.2)
  - To approve amendments to Regulations 6.2.5, 6.2.6 and 6.2.8 of the Financial Regulations and to note other changes to the Regulations not requiring Governing Body approval (Minute 11.3)
  - To extend the appointment of RSM UK Audit LLP as internal auditor for a further year to 31 July 2024 (Minute 11.4)
  - To approve an External Engagement Strategy 2023-25, subject to three amendments (Minute 12.2)
  - To approve a Framework for the Financial Plan 2021-26 (Minute 14.6)
- 

### **1. Apologies for absence and quorum**

Apologies for absence were received from Pedro Dias Ferreira, Gill Evans, Andrew Gower and Jessie Peramal and accepted. The Clerk confirmed that the meeting was quorate.

### **2. Welcome, introduction and declarations of interest**

2.1. The Chair welcomed all present, particularly Bushra Iqbal, who had joined the College four weeks earlier as Centre Principal, Waterloo, and whose first board meeting this was.

2.2. All governors confirmed that they had no interests that they were under a duty to disclose in accordance with Article 5 of the College's Articles of Association.

### **3. Team presentation**

3.1. The Head of Curriculum for Health, Education and Applied Science at North Kensington delivered a presentation (Appendix 1) in which she outlined the current range of courses that her team offered. These primarily addressed the needs of adults in the area of Science and Health, where the main focus was on Access to HE, but catered for both adults and 16-to-18-year-olds in Education and Social Work, where pathways stretched from pre-Level-1 restart programmes and 'Magic Mums' community provision through to degree courses offered in partnership with Kingston University. Student-led events were helping to strengthen partnerships with community organisations, encouraging further enrolments, while the curriculum was enriched by the involvement of institutional partners such as Imperial College and Queens Park Rangers Football Club.

3.2. In response to questions about the competitive environment, co-operation with secondary schools and the range of work placements on offer, the Head of Curriculum said that the team had had some success in recruiting from local schools, although the appeal of A Levels (sometimes to students better suited to other types of study programme) remained strong. And while there was no other FE College in the Royal Borough of Kensington and Chelsea, there were a number within easy reach offering a choice of courses. It was important, therefore, to

continue to develop the Morley curriculum, including through a T Level offer and a wider range of Level 2, Level 3 and unaccredited provision.

- 3.3. Governors were also pleased to learn of the many different settings where work placements were available to Health and Social Care students, including residential homes, day centres and NHS settings as well as local nurseries for those following Early Years Educator programmes.

*At this point the Head of Curriculum (Health, Education and Applied Science) left the meeting*

#### **4. Minutes of 12 December meeting**

- 4.1. The Board agreed to confirm the minutes of the meeting held on 12 December 2022 and to authorise the Chair to sign those minutes as a correct record of the meeting. The following matters were raised arising from the minutes and the attached schedule of outstanding items.

##### 18 July 2022 Minute 7.4 Principal's Report (Morley Gallery and Morley Radio)

- 4.2. The Board noted that the contribution of Morley Gallery and Morley Radio was to be considered as part of the work programme of the External Relations Committee, and looked forward to receiving assurance of their effectiveness through reports from that committee.

##### 12 December 2022 Minute 5.2 Matters arising (impact of proposed actions on provision for local needs)

- 4.3. The Clerk reported that the new report templates, which had been approved by the SLT and would be fully in use from the start of Term Three, required authors to comment in each report on the impact of the proposal put forward or the issues raised on the College's ability to provide for local and other needs.

##### 12 December 2022 Minute 6.1 College performance in 2021-22 (analysis of KPI data)

- 4.4. The Board was pleased to note that both the Finance, Resources and Sustainability (FRS) and Curriculum and Quality (CQ) Committees had had the opportunity to consider a detailed analysis of relevant KPIs. The Chief Planning and Data Officer (CPDO), who unfortunately was unable to attend this meeting, had agreed to provide a more comprehensive summary at future board meetings.

##### 12 December 2022 Minute 9.6 Principal's Report (warm spaces)

- 4.5. Asked about the impact of the warm spaces initiative, the Centre Principal, North Kensington, said that this had been well publicised by the Council and the College had been able to help a number of individuals. He confirmed that, while there had

been no direct impact on recruitment, neither had there been any adverse consequences for learning or the student experience.

#### 12 December 2022 Minute 9.8 Principal's Report (Canary Wharf)

- 4.6. The CMEO told the Board that the Canary Wharf project was unlikely to proceed in the near future, but that he was happy to meet with interested governors to explore affordable opportunities for community learning provision in the City and Docklands.

#### 12 December 2022 Minute 12.3 Safeguarding Policy (visitor management at Waterloo)

- 4.7. The Board noted that the new Centre Principal, Waterloo would be reviewing arrangements for managing visitors, staff and governors at the Waterloo Centre, including the use of lanyards.

#### 12 December 2022 Minute 16.2 Other business (visibility of student governors)

- 4.8. The Clerk reported that the new Head of Student Services would be considering how to ensure that students across the College knew who the student governors were and what they did.
- 4.9. Governors were content that plans were in place to address all other outstanding action items. No other matters were raised arising from the minutes.

*At this point the LocatEd representative joined the meeting*

### **5. Principal's Report**

- 5.1. The LocatEd representative told the Board that tenders had been sought for the Chelsea Centre renovation; City Access had bid at a price within budget and proposed a programme that met the College's phasing requirements. It was now expected that the contract would be finalised by 19 June; work would start on Phase One (excluding the ground floor) towards the end of July and would be complete by 1 September; Phase 2 (renovation of the ground floor) would then begin and would be complete by 16 October.
- 5.2. In a series of meetings over the last few weeks LocatEd and Centre management had tested the contractor's phasing assumptions and were satisfied that these were realistic. Simultaneously, a planning application had been submitted to house on the fourth floor roof plant required for air cooling on floors four and five: this was a precautionary step, as it was hoped that the plant could be accommodated within the existing housing.
- 5.3. Asked whether there were likely to be significant elements of the project (including IT infrastructure) that the College would need to fund directly, the LocatEd representative said that the current provision for IT was quite limited. The CFO told governors however that, since the tender documents had been drawn up, additional capital funding had been made available by the Department for Education (DfE) as described in more detail in the Principal's Report; while it was not certain that this could be used for IT, it would reduce pressure on the College's very limited capital budget.

*At this point the LocatEd representative left the meeting*

- 5.4. In the absence of the Principal, other SLT members drew the Board's attention to key issues raised in the Principal's Report. Governors noted that the additional capital funding referred to in Minute 5.3 above, amounting to £480k, would be available for drawdown between 1 April 2023 and 31 March 2025. This funding, which had been allocated on a formula basis, was intended to compensate the FE sector as a whole for the loss of freedom to borrow from commercial banks following the re-classification of all FE institutions as public sector bodies. In answer to questions, the CFO said that the College's existing loan was unaffected by the re-

classification and the College currently had no plans to raise any further loans; the two-year window would allow some of the new funding to be used to address priorities emerging from the Estates Review that the College had recently commissioned from Fusion Project Management.

- 5.5. The Board then considered the requirement for the submission to the DfE of an annual Accountability Statement, and was satisfied that this did not impose any significant new obligation on the College. Noting that in future years the Statement (which was required not later than 31 May) would be approved by the Term Two board meeting, governors agreed that, for this year only, authority to approve the report should be delegated to the Governance and Nomination Committee (meeting on 15 May) following advice from the External Relations Committee (meeting on 24 April, not 21 April as shown in the Report) and subject to a final draft having been made available to all governors for comment.
- 5.6. Governors also noted a number of significant curriculum developments, including a planned review of the Waterloo Centre curriculum by the incoming Centre Principal and the government's intention to introduce a Lifelong Loan Entitlement (LLE) to provide learners with flexible access to HE courses and modules, whether delivered by colleges or by universities. The review of Morley's HE Strategy that was currently under way would need to take account of this scheme, including any limitations (for example, on the eligibility of online modules for LLE funding).
- 5.7. In relation to the e-commerce platform that was in development, the CMEO said that the first phase of the roll-out would begin after Easter. This would involve short courses, details of which did not need to be integrated with the Unit-e management information system. The opportunities offered by the new platform would be a topic for discussion at the 5 June Strategy Development Session.
- 5.8. The Deputy Principal then reported that he had received a draft report from Ofsted following the inspection that had been carried out between 28 February and 3 March. He would be submitting comments on the draft by 29 March and expected the report to be published shortly after Easter. The report included positive comments on the clarity of the College's vision, the quality of teaching, the engagement of learners with learning, the high achievement rates and the challenging curriculum that had been put in place at the North Kensington and Chelsea Centres. Safeguarding had been assessed as effective and the judgement that students' behaviour and attitudes were 'outstanding' was particularly gratifying. Possible improvements had been identified in relation to achievement on a small number of 16-18 study programmes and to communication around work experience opportunities.
- 5.9. The Board resolved to congratulate the staff of the College for their impressive work over the three years since merger in bringing about such a substantial improvement in the quality of education provided, despite the additional turbulence created by the Covid-19 pandemic and the challenging financial position in which the College found itself. Governors looked forward to seeing the full report as soon as it was published.
- 5.10. Moving on to consider the pressures on College staff, governors noted the preliminary results of the recent staff survey, which indicated that, while the overwhelming majority of staff were proud to work for the College and gained a sense of achievement from their work, one in five felt that they were insufficiently valued and that their workloads were poorly managed. The CPO said that these issues had been raised by the University and College Union (UCU) representatives at their regular six-weekly meetings with College management, but more analysis was required to identify where and when staff felt under stress. The draft People

Strategy (Item 9b on the agenda of this meeting) had employee engagement as a top priority, and work was in hand to develop well-being action plans in areas where engagement was low. Programme Area Managers were also being encouraged to make constructive use of the remission model to manage risks of overload; there was some evidence of higher levels of dissatisfaction in areas where the scope for remission was less well understood.

- 5.11. The CPO told the Board that the full results of the survey and management's responses to them would be considered in detail at the 23 May meeting of the People Committee. In answer to a question, she said that survey results were not yet comparable across the sector because of timing differences, but she was working with colleagues in other colleges to address this.
- 5.12. Concluding their consideration of the Principal's Report, governors welcomed the new strategic partnership with Business LDN, through which the College could be more closely engaged in the development of the Local Skills Improvement Plan (LSIP) for London. They also noted that the annual strategic conversation with the DfE had taken place on 14 March, and that the letter detailing the main areas covered would shortly be uploaded to Information for Governors.

## **6. College performance in 2022-23**

Noting that the Term One KPIs had already been scrutinised by the FRS and CQ Committees, the Board nevertheless welcomed the CPDO's comprehensive report, which for the first time gave them the opportunity to review performance by Centre as well as at whole-College level. While termly KPIs relating to Strategic Goal 2 were all within five per cent of target, achieving efficient curriculum delivery and room utilisation and meeting fee income targets continued to present challenges. Governors were pleased to learn of the work being undertaken at committee level to understand the detail underlying the indicators.

## **7. Student voice**

- 7.1. The Student Governors reported that, after a difficult year in 2021-22, the Student Council was now functioning effectively, meeting several times a term (although this frequency was likely to reduce in Term Three because of the pressure of examinations and final assessments). They thanked College management for helping them through a difficult period when the Student Council had appeared to be on the verge of extinction, and also thanked their external governor buddies and their fellow students for their continued support. Communications had initially been problematic, but had now become much less so, with extensive use being made of Morley Radio. A revised constitution had been drawn up for discussion, and the Student Council hoped that this would be in a state to receive approval from the Board in July.
- 7.2. Questioned by their fellow-governors, the Student Governors said that achieving a diversity of membership that reflected the diversity of the College's student body had been less difficult than expected; the Student Council had adapted its ways of working to ensure that non-native English speakers (in many cases, ESOL students) could participate fully. Asked about student involvement in cross-college celebrations of such events as International Women's Day and Black History Month, the Student Governors and Centre Principals acknowledged that most activity had been in-Centre, but a number of workshops had been organised that had brought together students from different Centres.
- 7.3. The Chair thanked the Student Governors for the valuable contribution that they had made to developing student voice, and, on behalf of the whole Governing Body,

expressed the hope that their successors would continue the work of ensuring effective student representation at all levels within the College structure.

## **8. Governance and Nomination Committee**

- 8.1. See confidential minutes
- 8.2. See confidential minutes
- 8.3. The Board then considered the Committee's recommendation to formalise the arrangements for an annual skills audit of the Governing Body, and endorsed the approach proposed. The Chair reminded governors of the need, in a rapidly-changing educational environment, to anticipate new and emerging skills needs wherever possible.

## **9. People Committee**

- 9.1. The Board received and considered the approved draft minutes of the Committee's recent meeting, noting that the People Strategy had been a major discussion item. The Committee Chair reported that the draft Strategy now before the Board (previously presented as a 'People Plan') took account of the Committee's comments and had been substantially re-shaped.
- 9.2. Governors recognised that the immediate objective of the Strategy had to be the strengthening of the People Operations team and the systems that would enable it to play an effective role, but emphasised that the purpose of this was to develop a culture that attracted and retained staff and promoted their development. Staff engagement must therefore be a priority. Social and team-building activities had an important part to play, and needed to be equally accessible to full-time staff and hourly-paid lecturers. The CPO said that, wherever possible, these (unpaid) events were linked with development sessions that staff were paid to attend, and were proving their value in terms of enhanced motivation .
- 9.3. The Board noted that, while the terms of employment of hourly-paid lecturers compared favourably with those offered by competitors, it was more difficult to attract and retain permanent staff. Asked whether sufficient attention was paid to staff well-being, the CPO outlined the support in place, which included an annual well-being review with each member of staff, followed by the drafting of an action plan. In addition, through the College Leadership Group, middle managers were being given more opportunity to shape College strategy. Governors agreed that, in the light of the financial challenges that the College faced, intrinsic motivators like these had an important part to play.
- 9.4. Following further discussion, the Board agreed to approve the People Strategy, and asked the People Committee to ensure that its implementation was regularly reviewed. Governors also asked Committee Chairs to work with relevant SLT members to ensure that cover sheets for policies and strategies identified key issues for Board consideration.
- 9.5. The Board then reviewed the revised EDI Maturity Model and 2022-23 Action Plan, and agreed to approve both documents. The Board also received and considered the 2022 Gender Pay Gap Report, noting that changes from 2021 should be interpreted with caution, as results in that year might have been skewed by the impact of the Covid-19 pandemic. While acknowledging that the 2022 figures provided a firm base for future comparisons over time, governors asked for future reports to be accompanied by comparative data from other institutions within the FE sector (ideally, Institutes of Adult Learning).

## **10. Finance, Resources and Sustainability Committee**

- 10.1. The Board received and considered the draft minutes of the Committee's February meeting, noting that as at 31 December the financial outturn for the year was forecast to be close to the 'worst case' scenario in respect of tuition fees; and that the large fee deficit was only partly compensated by a reduced pay bill and additional funding and contract income. As a result, the operating surplus was now forecast to be only £7k, compared with the £214k surplus budgeted (after a small adjustment to take account of £11k of non-pay costs that had been omitted from the original budget). Asked whether there had been a further deterioration since December, the CFO said that the January management accounts showed a small improvement in the forecast operating surplus to £45k.
- 10.2. On the basis of this performance, the Committee had concluded that cost savings would be necessary, and welcomed the proposal to develop a financial Planning Framework to guide curriculum and financial planning over the next three years (to be discussed at a joint meeting with the Curriculum and Quality Committee – see Item 14 on the agenda of this meeting) . The Committee had also agreed that an increase of around four per cent in fee rates from September 2023 was reasonable, but had asked the CFO to give further consideration to the balance between the standard fee rates and the concessionary rates charged to those less able to pay.
- 10.3. Governors were pleased to learn that the Committee had reviewed the College's debt collection procedures and the actions taken over the last year in relation to aged legacy debt. The Board also agreed, on the Committee's recommendation, to approve a revised Adult Education Pound Plus Policy and a revised Environmental Sustainability Policy, which now referred explicitly to the College's commitment to the Race to Zero and the Climate Action Roadmap. The Committee Chair explained that a number of changes had been requested to the draft Sustainability Report presented to the Committee to show more clearly the progress made over the past year (rather than simply the actions taken). The Committee expected to receive a revised report at its May meeting, which would then be presented to the Board and (if approved) published on the College website.

## **11. Audit Committee**

- 11.1. The Board received and considered the approved draft minutes and confidential minutes of the Committee's recent meeting and the February Risk Management Report, noting that Risk 8 (failure to achieve student recruitment targets) was now assessed as having very high (previously high) impact as well as very high probability.
- 11.2. The Committee Chair also drew the Board's attention to the review that the Committee had undertaken of its members' skills and experience, based on the six principal responsibilities set out in the Committee's terms of reference. Each member had indicated whether they had 'some familiarity' with, 'decent experience' of or 'substantial knowledge' of each area. On the basis of the six members' responses, the Committee had concluded that it had a good mix of skills overall, but there were two areas in which it would be beneficial to have more than one governor with substantial knowledge. The Chair commended this approach to other committees as they conducted their own similar reviews.
- 11.3. In support of the proposal to approve a revised set of Financial Regulations, the Committee Chair confirmed that all committee members had now received and been satisfied with the evidence provided by the College's internal auditors, RSM, that the higher limits now proposed for the levels of expenditure that could be



approved by the Principal without reference to the Governing Body were in line with practice elsewhere in the sector; and with the evidence provided by the CFO that all transactions over the last six months between the existing limit of £50k and the proposed limit of £100k related to contracts that the Governing Body had already approved. On that basis, the Board was content to approve the revised Financial Regulations.

- 11.4. The Board also approved the Committee's recommendation to renew the appointment of RSM as internal auditor for a further year from 1 August 2023 to 31 July 2024.

## **12. External Relations Committee**

- 12.1. The Board received and considered the draft minutes of the Committee's recent meeting, noting that this had been entirely devoted to consideration of the External Engagement Strategy, an early draft of which had been reviewed by the Committee in November 2022. Governors particularly welcomed the prominence that the Strategy gave to the Morley Gallery and Morley Radio as channels of communication with a wide range of stakeholders as well as with current staff and students.
- 12.2. The Board agreed to approve the Strategy as drafted, subject to three minor amendments:
- the inclusion of a reference to the importance of the College's reputation (which the Strategy sought to protect and enhance) to student recruitment;
  - re-consideration of the extent to which Objective 13 (which related to social impact) contributed to Strategic Goal 3 (to ensure financial sustainability) or to other Strategic Goals; and
  - deletion of the reference to Risk 16 (which had now been closed).
- 12.3. The CMEO reminded governors of the importance of submitting nominations for fellowships and awards. The deadline had now been extended to 14 April.
- 12.4. The CMEO then delivered a presentation (Appendix 2) outlining the plans to celebrate the launch of the North Kensington Centre over three days between 11 and 13 May. Urging governors to 'save the surprise', he explained that the focus of the event was not so much on the renovation of the Centre as on how it was to be used as a Centre for Skills for the local community. 150 students would be involved over the three days, alongside a range of curriculum teams, with busking spots curated by members of the Stakeholder Advisory Group and additional musical input from the Waterloo-based Morley Big Band.
- 12.5. The CMEO shared details of the pre-launch programme of events to raise local awareness of the Centre, and of the further work to be done to bring the building to life, including activating the long corridors and installing both temporary and permanent signage. While the North Kensington branch of the Morley Gallery would not be fully open by the time of the launch, it would be in use for the end-of-year exhibitions of students' work, and from mid-April to early July there would be external exhibitions in the foyer. The Chair urged governors to attend on at least one of the three days of the launch, to suggest names of further guests who might be invited and, once the programme had been announced, to spread the word as widely as possible.

## **13. Curriculum and Quality Committee**

- 13.1. The Board received and considered the draft minutes of the Committee's recent meeting, noting that, while good progress was being made in delivering

planned quality enhancements in both FE and HE provision, recruitment for 2023-24 was currently running below the level of the previous year. The Committee Chair drew the attention of the Board to two areas in which the Committee would be looking for more evidence of effectiveness: in marketing in general, and specifically in the uptake of the new progression routes that the College had put in place across a number of curriculum areas.

- 13.2. In relation to T Levels, governors noted that no courses were likely to run at the North Kensington Centre in 2023-24 (the first T Levels at the Chelsea Centre were not due to begin until 2024-25). Recognising that it might take time to build a viable provision, they were pleased to receive assurance that alternative programmes were available for the small number of students who had indicated an interest in the T Levels originally planned.
- 13.3. The Committee Chair expressed the Committee's appreciation of the contribution of the student governors, and urged all concerned to think carefully about how this could be sustained in 2023-24, when at least one of the student governors (who was also Chair of the Student Council) would have left the College.

#### **14. Curriculum and Quality and Finance, Resources and Sustainability Committees**

- 14.1. The Board received and considered the draft minutes of the joint meeting of the two committees on 14 March and the Framework for the 2021-26 Financial Plan. The Chair reminded governors of the discussions at the Strategy Development Session on 6 February, when governors had expressed concerns about the likely impact on the financial position if, after full use had been made of the DfE's restructuring facility (which had bridged a £1.5 million income gap in 2021-22 and would do the same in 2022-23), growth in fee income remained sluggish. Management's response had been to develop the Framework of which an earlier draft had been reviewed at the 14 March meeting.
- 14.2. The Committee Chairs jointly commended the Framework, which aimed to guide decision-making as the College sought to implement its ambitious curriculum strategy within severe financial constraints. They confirmed that the financial assumptions, which assumed no change in fee income and an increase of just £500k (which currently appeared likely to be exceeded) in funding, had been viewed by the committees as prudent. The committees had, however, recognised the challenge of adhering to the sector benchmarks, and had acknowledged that the range of provision offered, including the use of satellite centres, might need to be re-considered before the end of the planning period.
- 14.3. Discussion focused on the relationship between the five high-level principles set out in the framework, the distinction between 'core' and 'growth' provision and the likelihood of further staff restructuring. Governors agreed that all five principles needed to be reflected in a similar way in both financial and curriculum planning: while there was a tension between the first three principles (which committed the Governing Body to deliver the existing Strategic Plan, address local skills needs and prioritise student recruitment) and the fourth (adhering to sector benchmarks) they were not contradictory or mutually exclusive. It was important, therefore, for both committees to bear all four (and the fifth principle, a commitment to keep progress under review) in mind as they monitored and steered the implementation of strategy.
- 14.4. Governors sought and received assurance that the core curriculum on which budgets for 2023-24 and the two subsequent years were based would provide an income similar to what had been earned in 2021-22 (£20.8 million) and what was expected to be earned in 2022-23 (£21.4 million – both figures including drawings

under the restructuring facility). The CFO made clear that any additional delivery would be viewed as 'growth' and would result in the income budget being exceeded.

- 14.5. Asked about the likelihood that delivering the plan might require further staff restructuring or a reconfiguration of the College estate, the CFO said that, while it would be necessary to review management overheads, a major restructure was unlikely at this stage. Decisions about the College estate would be taken in the context of the Estates Review (see Minute 5.4 above) and any changes would have to be managed sensitively to avoid the risk of reputational damage.
- 14.6. Following further discussion, the Board agreed to approve the proposed Framework.

**15. Other business**

None

**16. Date of next meeting**

Confirmed as Monday 17 July 2023 at 4.30 pm at the Waterloo Centre.

The meeting ended at 7.20 pm

Martin McNeill  
Clerk to the Governing Body

Confirmed as a correct record at the meeting held on 17 July 2023 and signed by.....(Leisha Fullick) (Chair of that meeting)

## SCHEDULE OF OUTSTANDING ACTIONS

Minute	Action	Responsible	By when	Progress
<b>18 July 2022</b>				
9.8	Show potential for variance in each main budget line, with long-term implications	CFO	9 May 2023	
<b>12 December 2022</b>				
6.2	Consider providing long-term trend analysis in KPI reports	Principal and CPDO	12 June/ 27 June/ 17 July 2023	
12.3	Consider arrangements for management of visitors, staff and governors at Waterloo Centre (including Morley Gallery)  Update March 2023  To be reviewed by new Centre Principal	Centre Principal, Waterloo	30 June 2023	
16.2	Consider how to provide more information to students about student governors  Update March 2023  To be considered by new Head of Student Services	Head of Student Services with CME0	30 June 2023	
<b>27 March 2023</b>				
9.4	Ensure that cover sheets for policies and strategies recommended by committees identify key issues for Board consideration	Committee Chairs with relevant SLT members and Clerk	From July 2023	
9.5	Accompany Gender Pay Gap Report with comparative data from other IALs or FE Colleges	CPO	March 2024	