

Minutes of a Meeting at the North Kensington Centre  
and on Teams, on Monday 30 October 2023 at 4.30 pm

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**Present:**

Ms Leisha Fullick, External Governor (**Chair**)  
Mr Victor Olowe, External Governor (**Vice-chair**)  
Ms Justine Brian, External Governor  
Mr Alex Cole, External Governor  
Ms Gill Evans, External Governor  
Ms Heather Fry, External Governor  
Dr Andrew Gower, Principal and Governor  
Mrs Gail Le Coz, External Governor  
Ms Susan Lindsey, External Governor  
Ms Marshal Ngcongco, Student Governor  
Ms Jessie Peramal, External Governor (by Teams)  
Mrs Debbie Ryle, Staff Governor  
Dr Melissa Score, Staff Governor  
Ms Jasmin Zapata Mata (by Teams)  
Mr Raymundo Zuñiga, External Governor

**Apologies:**

Mr Jonathan Slater, External Governor  
Mr James Ward, External Governor

**Absent:**

Mr Nic Durston, External Governor

**In attendance:**

Mr Jon Cole, Chief Planning and Data Officer  
Mr Ralph Moran, Chief Finance Officer  
Mr Matthew Cunningham, Chief Marketing and Engagement Officer  
Ms Alison McNamara, Chief People Officer  
Ms Bushra Iqbal, Vice Principal (Curriculum Impact) and Centre Principal Waterloo Centre for Adult Education  
Mr Matias Shortcook, Vice Principal (Innovation, Quality and Performance) and Centre Principal Chelsea Centre for Creative Industries  
Mr Craig Hanlon-Smith, Vice Principal (Student Engagement) and Centre Principal North Kensington  
Mr Vusa Nkomo, Head of Student Services  
Ms Georgia Cocks, Director of Governance and Company Secretary  
Ms Katherine Cleator, Policy and Governance Officer

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**RESOLUTIONS**

- To confirm the appointment of a Student Governor (para 3)
- To confirm the following 2023 minutes:
  - Governing Body - approved draft minutes, 17 July (para 5);
  - External Relations Committee - draft minutes, 2 October (para 8.1);
  - Governance and Nomination Committee - approved draft minutes, 3 October (para 9.1);
  - People Committee – approved draft minutes, 16 October (para 10.1)

- To consider the following annual Committee reports for 2022-23:
    - External Relations (para 8.2);
    - Governance & Nomination (para 9.2);
    - People (para 10.2)
  - To approve an update to the terms of reference of the External Relations Committee and the Curriculum and Quality Committee (para 9.3)
  - To approve the governance self-assessment report (SAR) for 2022-23 (para 9.4.2)
  - To approve the Quality Enhancement Plan for 2023-24 (para 9.4.2)
  - To approve the Board Development Plan for 2023-24 (para 9.4.3)
  - To approve the actions required for governor leadership and succession planning (para 9.4.4)
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### **1. Apologies for absence and quorum**

Apologies for absence were received from Mr Jonathan Slater and Mr James Ward and were accepted. The Director of Governance confirmed that the meeting was quorate.

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

The Chair welcomed all present. 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. Governor appointment**

3.1. The Director of Governance explained that a new Student Governor had just been elected by the Student Council and it is the Governing Body's role to confirm the appointment. Ms Marshal Ngcongco, introduced Ms Jasmin Zapata Mata who is a student at the Chelsea Centre, studying design and animation. The Chair warmly welcomed the new Student Governor on behalf of all the Board members.

3.2. The Chair asked Ms Marshal Ngcongco to update governors on student engagement. Ms Marshal Ngcongco advised that there had been very positive developments, a new Student Council is now in place with twice the number of members compared with last year. There are now Council members from all three Centres, from a variety of courses and a Student Council podcast will be released soon. The Chair thanked and congratulated Ms Marshal Ngcongco on behalf of the Governing Body for all her hard work for the last eight weeks, visiting each Centre and publicising the roles.

### **4. Safeguarding**

4.1. The Vice Principal (Student Engagement) introduced the Head of Student Services and explained that the Chief People Officer (CPO) had also been instrumental in developing the training session. This will be further developed with videos and activities that will be sent to governors once they have been finalised in early 2024. He emphasised that this was the first part of the Safeguarding training and was an interactive refresher with scenarios. The Vice-Chair said it would be helpful for the next session to include the latest updates on Keeping Children Safe in Education 2023.

*(The Head of Student Services left the meeting after the training was delivered)*

4.2. The Director of Governance advised the Board that it is best practice for governors to have DBS checks and that the Governance Team will be organising this shortly. governors will be asked to complete the form and bring in their identification

documents. If governors sign up for the renewal service (free for volunteers) then the DBS formalities only have to be completed once.

## 5. Minutes of 17 July meeting

The Board received and confirmed the approved draft minutes of the meeting held on 17 July 2023 and authorised the Chair to sign those minutes as a correct record of the meeting.

## 6. Matters arising and outstanding actions

6.1. **Update following the restructure:** The CPO advised the Board that the new SLT structure appeared to be working well. There was still work to do to further embed some of the cross-college teams but they are meeting regularly and there is good communication. Senior leaders and a staff governor commented that the structure feels more integrated. The Chair said it sounded very positive and the Governing Body will be interested to continue to review progress.

6.2. **Energy contract renewal:** The CFO confirmed that this has been done and that based on like-for-like energy consumption the contract will cost 120% more than the last energy contract but below the maximum threshold that the Governing Body had agreed.

## 7. Principal's Report

7.1. The Principal reminded governors that the report is a progress update and sets out the evidence in relation to the implementation of the strategic plan. It is structured against the goals, objectives and themes of the plan. He drew the Board's attention to certain highlights in the report as set out below.

7.2. **Tailored learning:** The new name for Community Learning is "Tailored Learning". The planned simplification of national 19+ further education funding rules has not resulted in the removal of funding for wider / social outcomes which is positive for the College, given the profile of short course provision and related high proportion of funding for non-regulated learning.

7.3. **Lifelong Learning Entitlement:** The Principal made the following points on Lifelong Learning Entitlement (LLE):

7.3.1. it will be rolled out from 2025 and is intended to offer people (up to the age of 60) a loan worth £37k which can be used flexibly over their working lives to pay for short courses, modules or full courses, whether at college or at university.

7.3.2. The current plan is that the College's Higher Education offer from September 2025 will feature three strands: undergraduate degrees; new Higher Technical Qualifications (HTQs), and the opportunity to study individual modules drawn from the degrees and/or HTQs funded through the LLE.

7.3.3. Evidence of the strength of the College's HE offer and assurance for the Board is the recent TEF Gold award, the only college in London to have received the TEF Gold.

7.4. **Student recruitment:** The Board was advised that the concept of the core curriculum and the growth plan, setting the budget against the former and reporting KPIs against it, is working well. Recruitment is 14% up on the same time last year. Overall, as at 9th October, the College has exceeded its core enrolment target by 1.4% with the strongest relative performance at the North Kensington Centre and with the Waterloo Centre also above target. Across the five main curriculum types, the College is above target for 16-19 funded provision, particularly at the Chelsea Centre. Targets have also been met for Higher Education and 19+ Unaccredited provision and the College is close to achieving the 19+ Accredited advanced target. Recruitment for 19+ Accredited up to and including level 2, is ongoing as currently it is below target.

- 7.5. The Principal invited the Vice Principal (Curriculum Impact) and Centre Principal Waterloo Centre for Adult Education to comment on the 19+ Accredited up to level 2. She advised the Board that the same pattern on recruitment can be seen across other adult education providers. The College offer covers the accredited portfolio for adults; such as accredited ESOL; functional skills; GCSEs; level one/two business; IT digital skills; and Health and Social Care. Lower recruitment levels may be partly due to the cost of living crisis. Action is being taken to bridge the gap including carrying on recruiting in-year; delivering ESOL to cleaning staff at Kings College London; and it might be possible to fund some level 1 provision in music or visual arts for adults on low incomes. The gap to bridge is relatively small; in term one it was 86.8% of target (228 enrolments short). The CFO advised that all the projections are that the College will hit budgeted income targets across all funding streams.
- 7.6. A governor asked about issues that have been brought to her attention about enrolment; relating to waiting lists not functioning as they should and more responsiveness needed from the College to queries about courses. The Chief Marketing and Engagement Officer said he would look into the waiting list function and that the latter was a Student Services issue. One of the Student Governors added that there is a lot of competition for students from nearby colleges so the College needs to be proactive. The Chair congratulated all staff on a very good start to the year.
- 7.7. **Priority Plan 2023-24:** The SLT has drawn together a set of projects for this academic year which make up the Priority Plan, the aim of which is to focus on projects informed by staff feedback – to be progressed by project teams, each led by a member of SLT. The Plan will be shared later this term with staff to ensure there is college-wide awareness.
- 7.8. The more resource intensive projects include: the implementation of the Human Resources Information system; recruiting to accredited courses via the ecommerce platform; and enhancing the student experience. A governor asked for assurance that resources are in place to be able to deliver the very comprehensive plan. The Principal commented that the number and scope of the project was the subject of further review by SLT and the final version of the plan may have fewer projects/ different timelines.
- 7.9. Another request from governors was to include more detail on reporting progress on sustainability targets at the next meeting. The Chair suggested that the Governing Body allow more time at the next Board meeting to review the progress made.
- 7.10. **The Curriculum:** The Board noted that short courses are significantly expanded at Chelsea and North Kensington this year which is very good news. The second round of the Higher Technical Qualification funding was successful. This allows the College to develop Higher Education pathways at the North Kensington Centre for Skills from September 2024 - in Business Administration, Accounting and Finance and Legal Services and health science courses at the Waterloo and North Kensington centres.
- 7.11. **GCSE results:** Focus will be on 19+ maths this year where the College's results are below the national results for grade 4+. For 16-18, high grade (4+) results are very good for English and satisfactory for Maths; and for 19+, high grade (4+) results also are good for English.
- 7.12. **Reinforced Autoclaved Aerated Concrete (RAAC):** The College has undertaken an independent survey at Waterloo to confirm that there is no RAAC on the Estate. The main building at Chelsea was not built within the timeframe that RAAC was used, and the full refurbishment at North Kensington confirmed no RAAC was present. Assurance is being sought from Kensington and Chelsea Council about the Carlyle building, in which the College rents space.

- 7.13. **The Chelsea Centre for Creative Industries:** The Centre has been handed back on time and on budget which is very positive. The relaunch event is on 18th of January at 6pm.
- 7.14. **Accountability Agreement:** On the Employability section of the website governors will see the Accountability Agreement and the executive summary of the Meeting Local Needs Review, both of which governors have approved and are part of the College's statutory duty to meet local needs. The Principal recommended the Board reflects further on the College's response to local needs at the forthcoming strategy session in February.
- 7.15. The Chair said there was lots to celebrate; good news about the budget; the impressive number of courses being offered across the College illustrating the merger working in practice; and getting the TEF Gold award which is a fantastic achievement. The Chair thanked all staff involved.

## 8. External Relations

- 8.1. The draft minutes of the meeting held on 2 October 2023 were received and considered and there were no comments.
- 8.2. The Chair of the Committee outlined some of the highlights from the Committee actions; the CMEO and his team were to be congratulated for a very successful summer marketing campaign; systems now allow tracking of income generation and enrolment resulting from marketing initiatives; there is a new KPI for stakeholder satisfaction; and a draft marketing dashboard is under development. The Committee also recommended their Annual Report to the Board.

## 9. Governance and Nomination Committee

- 9.1. The draft minutes of the meeting held on 3 October 2023 were received and considered and there were no comments.
- 9.2. The Annual Report of the Committee was considered and there were no comments.
- 9.3. The Director of Governance outlined the proposed amendment to the terms of reference of the Committee and the Curriculum and Quality (C&Q) Committee. It is to move the approval of the Accountability Agreement to the C&Q Committee so that members will review a draft at their meeting in February 2024 and then it will come to the Governing Body in March. The amendment would simply be 'to review and approve the draught Accountability Agreement (with amendments if necessary), and recommend its approval to the Board'. There would also be an update in the Committee's work programmes to reflect this change. Governors agreed to the proposed amendment.
- 9.4. The Chair outlined the Committee's recommendations to approve the following:
- 9.4.1. Governance self-assessment report (SAR) for 2022-23: Governors appreciated seeing the appendices with the comments and found them very useful. The Chair thanked everyone for completing the lengthy questionnaire. There is broad consensus amongst governors about the strengths of the Governing Body and also the Areas for Enhancement as set out in the Quality Enhancement Plan. The SAR was approved.
- 9.4.2. Quality Enhancement Plan (QEP) for 2023-24: The Governing Body reviewed and approved the QEP. It was noted that the Director of Governance had put some queries in red in the document and it was agreed that the Chair could agree the final minor points with the Director of Governance on behalf of the Governing Body.

9.4.3. Board Development Plan for 2023-24: Governors considered the development plan and approved it.

9.4.4. Actions required for governor leadership and succession planning: Governors considered the table setting out the priorities for succession planning for the Board. The Chair's first term of office ends next year and one of the Staff Governors and the Chair of the C&Q Committee are required to stand down next year as they will have served the maximum term allowed under the College's Articles of Association. The Governance and Nomination Committee had requested that the Board appoint a governor to discuss the Chair's intentions and report back. The Vice Chair has kindly agreed to do this if the Board agree. The Board approved the proposal. The Committee will discuss these issues again at their next meeting.

9.5. The Chair noted that two Committees had completed their skills audits and asked all Committees to please complete theirs so the results could be considered at Committee and fed back to the Board.

## **10. People Committee**

10.1. The approved draft minutes of the meeting held on 16 October 2023 were considered and there were no comments. The Chair of the Committee reported on the highlights from the last meeting. Most of the meeting was spent considering the CPO's report. There are some key challenges in this area including HR recruitment (although this is not unique to the College and the CPO remains confident that her team can be built up again to full strength). These could have an impact on progress in general if not successfully resolved. Work needs to be done on a data cleanse for example before a new HR Information System can be introduced. The ED&I action plan was considered and the conclusion was that it was better dealt with as a two-year rolling programme and it would come back to the Committee for consideration in March. There had been positive results in maths recruitment using a microsite and also LinkedIn.

10.2. The annual report of the Committee was reviewed and there were no comments.

## **11. Any other business**

The Chair asked the Principal what he considered the College's biggest challenge to be. He replied that there is a risk of complacency after a period of major change during which challenges have been addressed and improvements in quality and financial performance achieved. However, the Principal emphasised, with reference to the social mission of the College, that this is not the approach of SLT and there is still a lot to strive for. The second challenge is always funding and especially funding for adult provision, to advocate for the considerable benefit of lifelong learning to the funding bodies.

## **12. Date of next meeting**

Confirmed as Monday 11 December at 4.30 pm at the Waterloo Centre.

The meeting ended at 6pm

Georgia Cocks  
Director of Governance

Confirmed as a correct record at the meeting held on 30 October 2023 and signed  
by.....(Leisha Fullick) (Chair of that meeting)

## SCHEDULE OF OUTSTANDING ACTIONS

Minute	Action	Responsible	By when	Progress	Closed
<b>30 October 2023</b>					
7.6	Confirm current approach to managing waiting lists for full courses	CMEO	11 Dec 2023	Examining the processes as part of ecommerce phase 1 project (started week of 4/12)	
7.10	Include more detail on progress on the College's response to sustainability	CFO	11 Dec 2023	Included in Section D of the Principal's Report (Item 9)	
7.10	Allow more time at Board meeting to discuss sustainability and progress made	Chair of Governors	11 Dec 2023		
9.4	Discuss with the GB Chair her plans regarding a second term	Vice Chair	22 Jan 2024		
9.4.2	Agree the final minor queries on the QEP with the Director of Governance on behalf of the Governing Body.	Chair and Director of Governance	Dec 2023	To be completed by 11 Dec	
<b>17 July 2023</b>					
8.2	Student Council to be on the agenda of the June 2024 CQ Co. to track student engagement	Dir. of Gov	June 2024		
8.4	Meeting Local Needs Report 2023 – update on suggested actions in six months.	Vice Principal (Curriculum Impact)	Feb 2024	On the strategy day agenda	
10.1	Review changes to the new Association of Colleges Code of Governance	Dir. of Gov	Sept 2023	For January G&N agenda	
<b>27 March 2023</b>					
9.5	Accompany Gender Pay Gap Report with comparative data from other IALs or FE Colleges	CPO	March 2024		