

**EALING, HAMMERSMITH, AND WEST LONDON COLLEGE
FE CORPORATION MEETING**

MINUTES OF THE BOARD OF EALING, HAMMERSMITH, AND WEST LONDON COLLEGE

Date	29 March 2022	Time	18.00
Venue	L2 Hammersmith Campus, Gliddon Road, Hammersmith		
Chair	Ian Comfort		

Members: Ian Comfort; Karen Redhead; Callum Anderson; Haitham Dakka; Jess Da Silva; Robin Ghurbhurun; Tom Johnson Jake McClure; Phillip Kerle; Shawez Mir; David Paine; Jon Roe; Christopher Saul; Debbie Stephenson; Chris Taylor; Maria Vetrone; Peter Whitehead.

In attendance: Abs Malik (ESFA Observer) Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum and Quality); David Warnes (Deputy Principal Strategy, Planning and Communications); Richard Eastmond (Executive Director of People and Organisational Development); Chris Nixon (Director of Student Services and Safeguarding), Ra Hamilton-Burns (Governance Advisor)

1	<p>Welcomes and apologies for absence</p> <p>The Chair welcomed all members back to their first in-person meeting at the College since the pandemic.</p> <p>Apologies had been received from Haitham Dakka. Jess Da Silva did not attend.</p> <p>Ian Comfort welcomed Tom Johnson – the newly elected student governor to his first Board meeting.</p> <p><i>Tom Johnson joined the meeting for ten minutes and then withdrew to attend a class.</i></p> <p>The Chair reminded the Board that this would be David Paine’s last meeting as he would be leaving the Board on 31 March 2022. He thanked him on behalf of the College and the Board for his contributions, wisdom and leadership throughout his time at the College and wished him well in the future.</p> <p>There were also congratulations to Chris Saul and his wife, Aarani who had a baby boy, Mylen, on 12 February 2022.</p>
2	<p>Declarations of interest</p> <p>Phillip Kerle noted that he is a governor at Orbital South Colleges and a director of Capital Talent Box Limited (a subsidiary of EHWLC)¹ which is the subject of Item 9.</p> <p>There were no other declarations of interest.</p>
3	<p>Minutes of previous meetings</p> <p>Minutes of 24 January 2022</p>

¹ <https://www.esc.ac.uk/Orbital-south-colleges>

	<p>The Board reviewed and accepted the minutes of the meeting of 24 January 2022 AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 24 January 2022</p> <p>Electronic resolution THE BOARD NOTED THAT THE ESTATES STRATEGY HAD BEEN AGREED ON 1 MARCH 2022. A RECORD OF THE VOTES AND COMMENTS IS IN THE APPENDICES.</p> <p>The Estates Strategy has now been forwarded to the DfE and Abs Malik said that it had been received with thanks. The ESFA is seeking Ministerial support for cross-departmental discussions on the listed status appeal which is hampering the College progress at Hammersmith.</p>
4	<p>Matters arising Karen Redhead gave a summary update of the matters arising from the meeting on 24 January 2022:</p> <p>5 Estates strategy</p> <ul style="list-style-type: none"> • PM to include heat maps in the final report – <i>Karen Redhead explained that this was not practicable</i> • PM to include operating costs and kilowatt hours will be included in future reports. <i>This has been included in the final version.</i> • PM to produce a plan which addresses the risk that the listing stands and includes a fallback strategy. <i>This has been incorporated into the Estates Strategy in a summary format.</i>
Strategic reports	
5	<p>CEO report <i>Tom Johnson left the meeting at 18.10</i></p> <p>Karen Redhead provided a report on the following matters:</p> <ol style="list-style-type: none"> 1. FE Commissioner intervention 2. ESFA intervention 3. Covid-19 Update 4. Enrolment performance 5. DfE Meetings and Visits 6. Student Awards Event <p>The FEC update was detailed.</p> <ul style="list-style-type: none"> • The existing recommendation to complete the Estates Strategy had been completed. • The recommendation to reconcile the views of the College against those of the DfE capital team on the condition of the College Estate. • There is a task and finish Estates Working Group for the Board and noted that the project is on track and will continue to meet monthly. • The restructure (that the College had already been working on) was a recommendation and there is a live consultation underway. • The FEC had offered the College the support of an NLFE² and Graham Razey, CEO of EKCG, has been working with the College to assist with the restructure and the drive to improve quality. There is support for programme leaders, the DPCQ and other managers. EKCG is going to be providing some best practice guidance and deep dive reviews for the College. • There has been positive support from the staff on the actions taken in response to the staff survey. • There is further work on the repayment plan as a result of the feedback from the DfE.

² [National Leaders of Further Education programme: current national leaders - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/national-leaders-of-further-education-programme)

Governors asked about securing government grants to support the estate strategies and if there is any detail on available capital funds. Abs Malik said that there is likely to be another FE transformation fund. The Board agreed that the College should prepare all elements to enable it to make a timely application. Abs Malik reminded colleagues that the College's updated Estate Strategy will support any application this time, and the fact that the strategy is tailored to a bid for £20m which accords with the grants available will work in the favour of the College. Karen Redhead explained that the College will engage someone to draft the bid on the College's behalf.

There was a discussion about the disparity between the College and DfE's views of the condition of the College's estates. Abs Malik reported that Peter Marsh has made two or three suggestions which have been helpful and those, combined with a partial survey, may support an application from the College. An assessment methodology used by the department would indicate that the Hammersmith campus is not user friendly for modern learning techniques and the condition of the building was not deemed to be good, however the College was lower down the priority list than other colleges. Abs Malik will press colleagues to follow the route of a partial survey but as it is a competitive process it is not possible for the DfE to engage with a college directly. Governors suggested that the College should start a workstream to manage its bid.

Jake McClure said that the lead in time is critical. He urged the College to be aware that there is a great deal of scrutiny on Civil Service organisations which make payments or have grant functions. This underpins the need to have bids prepared with evidence ready to respond quickly to opportunities.

Action: Abs Malik to advise the College on timelines for the forthcoming FE transformation funding round

- The ESFA strategic conversation will take place at the end of April 2022.
- The Covid infection position changes frequently and the most recent trend has been an increase. Ealing campus has gone up from 380 to 612 per 100,000 population. However, at the date of the meeting the College only had one active case.

Karen Redhead said there is no requirement in College apart from supported learning staff to test and it was recognised that the reported cases are likely to drop significantly once free lateral flow tests are no longer available.

There was a discussion about enrolment to date and governors asked about retention numbers. Karen Redhead explained that once learners have been on roll for the qualifying programme the College will receive funding. The College has been impacted by Covid-19 for retention and it remains to be seen what will happen when learners go into exams as many of the current young learners have never sat exams. A staff governor mentioned that he had observed that there had been a decline in retention for adults recently. It was agreed that this would be discussed at the Curriculum and Quality meeting.

ACTION: JT to provide a breakdown of retention as an extra column to the student outcomes paper at C&Q.

Governors asked what the strategy is for delivering the extra 40 hours that will be funded next year. The College is well over on the hours already so the likelihood is that this will be 30 additional hours. The College is building in work experience, enrichment etc. and is exploring all areas of learner support not just direct teaching. Anil Nagpal is looking at this as part of the budget planning.

The College has recently had several visits from external parties; MPs; Department of Business, Energy, and Industrial Strategy; the Deputy FE Commissioner and the DfE. Two DfE policy advisors are currently visiting the College as part of their immersion in FE. They have welcomed the programme provided for them and reported that they have found it interesting and useful. They had met with the Chair, Chair of the Curriculum and Quality Committee and the Director of Governance.

	<p>Student Awards – Ian Comfort said that the event had been a great success and that the students had a wonderful evening. He passed on his thanks to all involved. Steve Bishop, the Director of Marketing had arranged an excellent event on a small budget.</p>
<p>6</p>	<p>Strategic and operational planning David Warnes presented his report based on the first term of the 2021-22 operational plan and provided a snapshot of progress against the immediate priorities in the first seven months of the academic year.</p> <ul style="list-style-type: none"> • A significant number of actions now falling due. • Of the 81 actions due, 65% were green or amber/green, with the remainder in progress but with impact not yet realised. • The College has been working to streamline a future report with a reduction in volume to 31 pages and 102 actions. Support from EKCG to streamline further is being discussed. • Those actions which are fully embedded will no longer form part of this report. • The future report will be aligned to the QIP <p>The College is at 65% Green or Green/Amber at the end of January 2022. This indicates that the impact is already being achieved.</p> <p>The timeline for preparing and presenting reports to the Board was discussed and explained. Maria Vetrone confirmed that the reporting matched that of other Colleges in the sector.</p> <p>ACTION: DW to send the updated version of the operational plan to the Board once it is prepared</p> <p>Governors asked if the College engages with the Skills Builder Partnership Programme³ and explained that large employers can sponsor the College which can be a way to embed the skills into their workforce. David Warnes confirmed that the College is already engaged with them and is on the accelerator programme⁴.</p>
<p>Financial and operations</p>	
<p>7</p>	<p>Management accounts Anil Nagpal presented the management accounts as at the end of January 2022. The summary was:</p> <ul style="list-style-type: none"> ○ Projected outturn including FRS 102 for 2021-22 is a deficit of £2,092k ○ This is an adverse variance of £354k against the deficit budget of £1,737k ○ Income has a favourable variance of £1,066k ○ Expenditure has an adverse variance of £1,420k ○ Income is projected to be £31,363k - £1,066k above budget (£1,041k in Dec 21) <ul style="list-style-type: none"> ▪ This is largely due to ESFA approval of WLC business case which tapers the reduction in subcontracting provision over four years ▪ Additionally, a number of smaller ESFA/GLA funding related variances ○ Forecast projected pay is £17,984k, an adverse £368k variance (£75k in Dec 21) <ul style="list-style-type: none"> ▪ This includes the 2% pay award and other pay related approvals, increased employer NI contributions and emerging pressures on pay budgets – Inclusive Learning and ALS ▪ The pay award was approved by the Board in January 2022, and this has been partly funded from the existing pay budget using the £200k restructuring budget ○ Non-pay expenditure forecast has increased to £11,127k (an increase of £1,175k [£1,135k in Dec 21]) <ul style="list-style-type: none"> ▪ Predominately an increase of £867k related to successful subcontracting business case and other non-pay increase of £308k linked to expenditure on teaching, teaching support and inflationary pressures ○ FRS202 actuarial report projects a £666k shortfall for employer service cost at July 2022. Not yet included in the forecast as more detail is awaited – it is in the sensitivity analysis

³ [The Skills Builder Partnership](#)

⁴ [Accelerator 2022-23 \(skillsbuilder.org\)](#)

	<p>in the appendices</p> <ul style="list-style-type: none"> ○ Cash balances at 31 January 2022 are £10,577k and the position is being closely monitored; the balance reduces to c£8m by the end of the year ○ Bank covenants – no breaches are forecast currently ○ Financial Health continues to be expected to be 'requires improvement' for 2021/22 <p>Performance is broadly in line with the KPIs. There was a reminder that whilst the cash in hand position is currently strong, there are a great number of expenses between now and the end of July. Governors welcomed these detailed and accurate management accounts.</p> <p>The February management accounts will be shortly circulated, and Anil Nagpal advised the Board that there will be a change to the risk profile. There was a discussion about the timing of the reporting and Maria Vetrone assured the Board that this reporting schedule is standard for the sector.</p> <p>Governors asked how the increase in energy prices is predicted to impact the College. Anil Nagpal said this is not an issue until October 2022 as the College has a fixed price tariff but will have an impact then. Other cost increases are already showing an impact . Governors agreed that this will be subject to ongoing scrutiny by Committees as it will impact on all areas.</p>
8	<p>Confirmation of going concern</p> <p>Phillip reported that this was scrutinised at the Finance and General Purposes Committee. Anil Nagpal confirmed that the management accounts and cashflow projections show that the College has sufficient cash to cover their liabilities at the present time.</p> <p>AGREED: THE CORPORATION AGREED THAT TO THE BEST OF ITS KNOWLEDGE THE COLLEGE IS OPERATING AS A GOING CONCERN.</p>
9	<p>Capital Talent Box outline and contract</p> <p>The College is the sole shareholder of the company. In those circumstances the Board would nominate a representative. The Board asks that once the articles are approved, the Chair is the delegated authority.</p> <p>Model A articles will be used as the basis for the company articles and the Board is asked to delegate approval of these to the Chair.</p> <p>Governors asked if the agency staff are working for the College more than 26 weeks and if so, they become de-facto College employees. Richard Eastmond said that the temporary workers are on revolving 6-week contracts and the College is looking at bringing some of them on as permanent staff where it is more appropriate.</p> <p>The Board asked if there are appropriate governance arrangements and if the Board should take discrete legal advice separate from that commissioned by the subsidiary company. Karen Redhead explained that the Mills and Reeve advice had been procured by the former Clerk, David Round, for the WLC Board.</p> <p>Ian Comfort advised that the Board must be kept separate and not make decisions on behalf of the Capital Talent Box (CTB) as it is not a shadow Board. CTB needs to remain independent, and this Board cannot advise or direct them. As the shareholder the Board can hold them to account but the risk remains with CTB. The next meeting of the CTB will take place on 6 April 2022.</p> <p>AGREED: The Board agreed to the resolution outlined in the paper to delegate authority to the Chair to approve the articles of the Capital Talent Box Limited.</p>
10	<p>Risk Register</p> <p>AN presented the risk register with 29 risks outlined.</p>

Governors suggested that there should be a change to the wording to the risk scoring Item 10.i

Action: AN will revisit the wording to the scoring to remove ‘for each’.

AGREED: THE BOARD AGREED THE RISK REGISTER WAS AN ACCURATE REFLECTION OF THE COLLEGE’S KEY RISKS AND APPROVED THE REPORT

Curriculum and Quality

11 Student Voice

This report had been scrutinised by the Curriculum and Quality Committee.

Chris Nixon outlined the following mechanisms to capture student voice in place for 2021-22 and noted that this is being built up after the hiatus caused by the pandemic:

- Curriculum Student Voice Forums
- Non-Curriculum Student Voice Forums
- Students’ Union
- Questionnaires on key themes and detail was listed of ‘we said, you did’
- Feedback on delivered sessions
- The mid-year student survey is underway and a report will come to a later meeting.

Governors asked for detail on the proportion and categories of students responding to surveys.

ACTION: detail on the response rate will be included in future reports.

12 Safeguarding update (cumulative for the year to date)

This report has gone to the Curriculum and Quality Committee. Chris Nixon gave the Board an overview:

320 students have been referred to safeguarding so far, this academic year, against 183 for the whole of the academic year 2020-2021. This substantial rise has several causes:

- Increased mental health concerns after the Covid-19 pandemic
- Increased student contact as this academic year has not necessitated full or partial closure due to the pandemic
- The number of students classified as Child in Need, on a Child Protection Order or linked to social services has grown substantially
- Increased prominence of the safeguarding team with a new Director of Student Services and Safeguarding
- Referrals for low level concerns around mental health and welfare are now recorded in the same way as more serious concerns
- 215 students were referred in the Autumn term, and 105 in the first half of the Spring term
- The College is putting more focus at Southall
- The College has had 12 sexual abuse cases and is working to support these learners
- There has been work with apprentices to support them and ensure they have appropriate support.

Governors asked for detail of ethnic breakdown on referrals made

ACTION: CN to include detail of ethnic breakdown on referrals made

Debbie Stephenson, the Board’s Safeguarding Link Governor reported she has been working closely with Chris Nixon and has gained assurance that the appropriate processes and monitoring are in place.

AGREED: THE BOARD APPROVED THE SAFEGUARDING UPDATE REPORT TO FEBRUARY 2022

Other reports

13

Collaboration with employers

David Warnes provided an update to the Board on the employer engagement and labour market intelligence (LMI) activities that have informed the curriculum planning processes for 2022-23.

There are a number of ways in which the curriculum planning process is informed by employer feedback and labour market intelligence.

- **Employer Advisory Boards** have been established in key sectors, including construction, health, care, media and inclusive learning. These boards meet regularly and act as a critical friend, reviewing curriculum plans and providing market intelligence on new developments.
- The College is represented on all the key **West London employment and skills groups** to gain insight into the key priorities, skills gaps, job opportunities and potential partnership opportunities. These groups include the West London Alliance Skills and Employment Board, the West London Business Education and Skills Group, the HS2 Job Brokerage Board, the Southall Jobs Partnership, and the Forge, which is an employment hub based at the Colleges' Park Royal campus.
- Following the College's success in securing the **Green Skills Hub of the Mayor's Academies Programme**, a new 'Green Skills' employer advisory board has been established. This brings together representatives from the energy efficiency, low carbon transport open spaces and retrofit sectors. The GS employer advisory board will help to shape the future of the green skills curriculum at the College and inform future strategy.
- Individual employers, along with representative groups such as **West London Business (WLB)**, have helped to co-design aspects of the curriculum. For example, digital design students have worked with Kew Gardens to develop new designs to promote their sustainability agenda.
- The Deputy Principal (Strategy, Planning & Communications) chairs the College's **Business Development Forum**, bringing together curriculum teams to develop new innovative ideas, review potential bids and tenders and agree collaborations with key stakeholders.
- The College subscribes to both the **Vector online analysis tool**, and more recently, **EMSI analyst**. These provide data on employment and skills, market share, demographics, school leavers and the economy. Reports are shared with Heads of Curriculum to inform planning decisions.
- Monthly **Insider Insights** publications are sent to all staff as part of the corporate communications. They are both sectoral and geographical based and provide a snapshot of LMI which informs curriculum planning and decision making.
- All Heads of Curriculum developed business plans to present to SLT at a **Course Approval Panel** for new courses in 2022-23, these included a rationale for the proposals based on LMI and evidential employer demand. Final curriculum plans were presented to the Executive for sign off.
- All curriculum areas have updated their '**Intent Statements**' setting out the rationale for the curriculum offer. Local sector based LMI has been provided as part of special editions of 'Insider Insights', to ensure these statements are shaped by the employment and skills trends in the borough.

David Warnes reported that the College is working on an audit to see which areas are working closely with employers and which need to share best practice. Construction has informed, designed and delivered curriculum as has health and social care. Focus is now on ensuring this is shared across all curriculum areas. The Skills accelerator project allowed the College to purchase the EMSI analyst⁵ licence to accompany the Vector tool to give greater insight.

Governors commented that it would be good to see the number of students involved in each initiative and the impact of each. Below the scorecard programmes there is more detail broken down to SSA.

⁵ [Analyst: Labor Market Analytics for Colleges & Universities \(economicmodeling.com\)](https://www.economicmodeling.com/)

	<p>The Board welcomed this paper and suggested that an alignment back to an employer engagement strategy would be a great addition. This will be going to the May 2022 Curriculum and Quality Committee and then be reported to the Board.</p>
<p>14</p>	<p>Health and safety update Anil Nagpal presented the report and asked the Board to:</p> <ul style="list-style-type: none"> • note that the College continues to be Health & Safety compliant in all physical and procedural statutory requirements • note that completion of staff Health & Safety training is below target and an action plan has been set up to remedy this • note there has been a significant increase on the number of reported cases of Covid-19 • note there were no accident or incidents that were RIDDOR reportable in the reporting period • note there were 9 Covid-19 related RIDDOR reportable cases in the reporting period <p>Governors asked how the College could assess if someone caught Covid as a result of attending the College. KR said there is a tracker, but this is best efforts and the data show that cases are geographically spread across campuses and curriculum areas.</p> <p>Governors asked why there were such low completion rates for health and safety training and what are the potential consequences if staff do not complete all mandatory training. There was a discussion about the potential liabilities to the College if an incident occurred where the individual involved had not completed the mandatory training. Governors asked if, historically, there have been incidents where individuals have not completed training. The College has been focussing on safeguarding, Prevent and safer recruitment and it was recognised that there needs to be further work in this area. The College is planning to include mandatory training in College CPD days and has warned those who do not complete mandatory training, that it would lead to disciplinary action. There is an ongoing discussion that online courses should be abandoned, and physical courses be put in place in August training weeks.</p> <p>The Staff governor commented that there is a stark difference between the quality of some of the training provided by the ETF for safeguarding and the College Smartlog courses.</p> <p>It was noted that the Board had completed their updated safeguarding training recently.</p> <p>AGREED: THE BOARD APPROVED THE HEALTH AND SAFETY REPORT 2021-22</p>
<p>15</p>	<p>HR report including Gender Pay Gap reporting The UK pay gap report⁶ describes female employees being paid 15.4% lower than males The FE Sector pay gap average is 10.2% (SIR data insights ETF 2018/19⁷)</p> <p>The College's gender pay gap is below both the sector comparators:</p> <ul style="list-style-type: none"> • 6.9% at the mean • 4.2% at the median <p>There is no gender pay gap at the teaching staff, an 8.6% gap for support staff and a 2.8% gap in favour of females at management level.</p> <p>The report for this year will come to the Board earlier in next year's business cycle</p>

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<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>

⁷

<https://www.et-foundation.co.uk/wp-content/uploads/2020/06/SIR27-REPORT-FOR-PUBLICATION.pdf>

	<p>Corrections:</p> <ul style="list-style-type: none"> • the headings have been transposed and will be corrected. • The table on page 4 is reproduced on page 5. • There is interchange between the use of mean and median <p>Governors commented that the conclusions may not be borne out by the data. Callum Anderson explained that there is a flaw in the legislation which leads to these ambiguities. There was acknowledgement and discussion about the fact that there is a difference between a pay gap and a pay difference for work of equal value. Governors asked how confident with fixed pay scales the College is that there are no inequalities in pay for genders. Richard Eastmond said he is largely confident that the pay scales are helpful but there will be anomalies.</p> <p>Governors asked if agency staff should be included in this report. Richard Eastmond said the College is looking at reporting this data going forward to make comparisons.</p> <p>ACTION: RE to report to data on agency staff gender pay gap</p> <p>AGREED: THE BOARD AGREED TO APPROVE THE GENDER PAY GAP REPORT ENDING MARCH 31, 2021, AND THE ETHNICITY PAY GAP REPORT.</p>
16	<p>Update on staff survey, actions, and subsequent surveys</p> <p>Seven areas of strategic focus were outlined and RAG ratings of these led the College to focus on specific areas. There is only one area that has not been progressed - the call from staff to ensure there is the right resource and equipment. Richard Eastmond recognised that the challenge to provide IT equipment is balanced against the capital expenditure focus on the decant from Park Royal.</p> <p>Governors asked why the College is outsourcing payroll and pensions. The College is looking at this position going forward as significant savings may be made</p> <p>The next survey is being run for staff between May and June 2022 and it is hoped that this will show a more marked improvement over the targets set but it was recognised that the targets needed to be realistic.</p>
Policies	
17	<p>Subcontracting and Supply Chain Policy</p> <p>David Warnes explained that this would normally come to the Summer Board but it has been prepared sooner before the audit in May in preparation for the subcontracting standard which will come into effect in July 2022. This will be published on the College website. The changes to the report are legislative and around the payment terms.</p> <p>AGREED: THE BOARD AGREED THE POLICY FOR DELIVERY OF SUBCONTRACTING 2022-23</p>
18	<p>Draft Board Schedule of meetings for 2022/23</p> <p>Ian Comfort commented that the number and breadth of the meetings outlined showed the considerable commitment required to support them. He thanked all members and Executive for their contribution and sharing of expertise that made this such a success.</p> <p>AGREED: THE BOARD AGREED THE SCHEDULE OF MEETINGS FOR 2022/23</p> <p>ACTION: Once the C&Q meetings are confirmed, EMR to send out calendar invitations</p>
19	<p>Recommendations from Committees</p> <p>AGREED: THE BOARD AGREED THE RESOLUTIONS LISTED BELOW:</p>

	<p>Search and Governance Committee of 18 January 2022 recommends the following:</p> <ul style="list-style-type: none"> Item 19.i – the revised Instrument and Articles <p>Audit Committee of 8 March 2022 recommends the following: The minutes approved by the Chair are available in these papers.</p> <ul style="list-style-type: none"> Item 19.ii – The audit tendering process and timetable for both internal and external audit services <p>The Curriculum and Quality Committee of 15 March 2022 recommends the following:</p> <ul style="list-style-type: none"> Item 19.iii - The draft Quality Improvement Plan be approved but to include impact measures <p>Finance and General Purposes Committee of 21 March 2022 recommends:</p> <ul style="list-style-type: none"> Item 19.iv – Staff sickness policy
20	Search Committee minutes – 18 January 2022
21	Audit Committee minutes – 8 March 2022
22	Curriculum and Quality Committee - 18 March 2022 QIP will include impact measures going forward.
23	Finance and General Purposes Committee – 21 March 2022 The Board noted the minutes of the Committees.
24	Any urgent other business Peter Whitehead had asked about the impact of cost-of-living issues on staff and students at the moment. It was agreed that the item on impact for students would be taken to the Curriculum and Quality Committee and that the impact of cost rises had been discussed during several items on this agenda. The Board will continue to monitor this in many items as it will have an impact throughout the College's business.
25	Meeting evaluation The meeting closed at 19.45.
26	DATES OF NEXT MEETINGS <ul style="list-style-type: none"> 3 May Governors' visit to College Tuesday 24 May at 18.00 Tuesday 28 June at 18.00