

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

Date	28 June 2022	Time	18.00
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Venue	L2 Hammersmith Campus, Gliddon Road, Hammersmith
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Chair	Ian Comfort
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Members: Ian Comfort; Karen Redhead; Callum Anderson; Haitham Dakka; Jess Da Silva; Robin Ghurbhurun; Tom Johnson; Phillip Kerle; ;Jake McClure; Shawez Mir; Jon Roe; Mustafa Sami; Christopher Saul; Debbie Stephenson; Chris Taylor; Maria Vetrone; Peter Whitehead.

In attendance: Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum and Quality); David Warnes (Deputy Principal Strategy, Planning and Communications); Maxine Deslandes, Director of Finance; Chris Nixon (Director of Student Services and Safeguarding); Ra Hamilton-Burns (Governance Advisor).

1	<p>Welcomes and apologies for absence The Chair welcomed all members back to final meeting of the academic year.</p> <p>Apologies had been received from Haitham Dakka, Maria Vetrone, Jake McClure and Abs Malik. Tom Johnson and Jess Da Silva did not attend.</p> <p>Ian Comfort welcomed Mustafa Sami, the new governor appointed by electronic resolution on 23 May 2022 after recommendation by the Search Committee, to his first Board meeting.</p> <p>The Chair reminded governors that this would be Maria Vetrone and Callum Anderson's last meeting as they would be leaving the Board at the end of July 2022. Maria Vetrone has taken up a new post which has put greater demands on her time and has had to step down and Callum Anderson has been elected as a councillor at Ealing Borough Council. He thanked them both profusely for their contributions and dedication to the Board which had been instrumental in the College's recovery.</p> <p>David Warnes was congratulated for his new post as Principal and CEO at Chelmsford College which he will take up in the Autumn term.</p> <p>Thanks were also offered by all governors to Esther Mato-Rial, the Board support officer for all her hard work and support for Board members and the Executive Team throughout the year.</p>
2	<p>Declarations of interest 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. Karen Redhead and David Warnes also declared that they are directors of Capital Talent Box.</p>
3	<p>Minutes of previous meetings 3.i – Approval of the minutes of the Board meeting held on 29 March 2022</p>

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

AGREED: THE BOARD AGREED THAT THE MINUTES OF THE MEETING HELD ON 29 MARCH 2022 WERE A TRUE AND ACCURATE RECORD.

3.ii – Electronic resolution appointing Mustafa Sami

The Board noted that Mustafa Sami had been appointed to the Board for a four-year period on 23 May 2022.

3.iii – Electronic resolution appointing Peter Marsh Associates

The Board noted that the following electronic resolution had been made on 10 June 2022:

- That the Board approves a single tender waiver to approve appointment of Peter Marsh Consulting
 - That a contract for the preparation of project work to take the estates strategy proposal for Hammersmith to RIBA stage 2 be given to PMC for a value between £45k and £55k (exc VAT)
 - That the Executive be tasked to build into the budget total spend for this piece of work (£169k-£285k excluding VAT, including PMC work) for 22/23 budget
- Electronic resolution

4 Matters arising

5	<p>CEO report</p> <ul style="list-style-type: none"> I. Abs Malik to advise the College on timelines for the forthcoming FE transformation funding round II. JT to provide a breakdown of retention as an extra column to the student outcomes paper at C&Q. 	<ul style="list-style-type: none"> i. ongoing ii. JT included this in the last paper to curriculum and quality committee
6.	<p>Strategic and operational planning</p> <ul style="list-style-type: none"> • DW to send the updated version of the operational plan to the Board once it is prepared 	This is included in these papers
10.	<p>Risk Register</p> <ul style="list-style-type: none"> • AN will revisit the wording to the scoring to remove 'for each' 	This had been done
11.	<p>Student Voice</p> <ul style="list-style-type: none"> • Detail on the response rate will be included in future reports. 	Future student survey reports will include the response rate number
12.	<p>Safeguarding update (cumulative for the year to date)</p> <ul style="list-style-type: none"> • CN to include detail of ethnic breakdown on referrals made 	CN will include ethnic breakdown on referrals in reports going forward
15.	<p>HR report including Gender Pay Gap reporting</p>	RE is looking at reporting this data going forward to make comparisons

	<ul style="list-style-type: none"> RE to report to data on agency staff gender pay gap 	
18.	Draft Board Schedule of meetings for 2022/23 <ul style="list-style-type: none"> Once the C&Q meetings are confirmed, EMR to send out calendar invitations 	This is complete

5 STRATEGIC REPORTS

5 CEO report

Karen Redhead provided a report on the following matters:

1. FE Commissioner intervention

The initial feedback from the Stocktake Visit on 20.06.22 prior to the official report was:

- The FEC Team had agreed with the College's assessment regarding the completion of previous recommendations – i.e., all were complete apart from Recommendation 19 which was very close to completion. It was acknowledged that the College had delivered on its actions and it was now in the hands of the DfE and the lawyers to complete.
- The College is now likely to receive three further recommendations:
 - To review the 22/23 budget to provide a contingency (£400-£500k) for some of the challenges the College will face.
 - To ensure that plans for delivering additional funded hours to 16–18-year-olds comply with the guidance.
 - To consider the strategy and sequencing of the Hammersmith redevelopment project to ensure it fits with DfE budgetary cut off points.

The FEC Team will revisit in February 2023 at which point, if all continues to progress well, it is likely that the College will be moved into 'post-intervention monitoring and support'.

Governors noted that the second action was surprising as it would be applicable for every college nationally rather than a discrete item for this College.

There was a discussion around the FEC suggestion that the College should have applied for planning permission in advance of any bid, and it was pointed out that the ongoing listed status appeal may impact on this.

Phillip Kerle mentioned that he and Maria Vetrone had been criticised for the impact of the pay award on the budget and the lack of Board discussion and that it was essential that this does not happen again. Karen Redhead assured governors that the College is clear that the Executive Team is asking for approval for the framework and envelope of pay and any variation of this will be brought back to the Board.

Ian Comfort reported that the College has been encouraged to include a contingency of £500k which has been done. He also noted that this contingency will not be spent unless absolutely necessary and the objective remains that the College should end the year on a surplus.

ACTION: RHB to circulate the FEC stocktake visit report when available.

2. ESFA intervention

The written feedback from the ESFA was included in the appendices on the papers.

3. Covid-19 Update

The College had zero cases.

4. Enrolment performance

There are still some challenges and there are teams working hard to achieve the best possible outcome. There are no major areas of concern, but a great deal of work is being undertaken to reach the forecast. Governors asked if the College knows the demographic trends for the areas served by the College. The College is due to revisit the LMI² shortly, when the final year of the strategic plan is reviewed.

5. ONS Review of the classification of FE Colleges

Karen Redhead gave an update on the ONS review of the status of FE Colleges as private sector organisations. It is possible that colleges may be reclassified as public sector bodies and the concomitant actions of the DfE will have to be monitored.

Governors commented that this may have a potential impact on the College's repayment plan, which is currently planned to revert to a commercial loan, as this will be prohibited if the reclassification goes ahead.

6. Staff Awards and End of Year Celebration Event

Karen Redhead repeated the invitation sent to Board members to attend the end of year celebration on 8 July which will include staff awards and a BBQ lunch.

She thanked all Board members for their ongoing challenge and support and offered particular thanks to Callum Anderson and Maria Vetrone for their invaluable contributions towards the College's recovery.

5.2 Strategic and operational planning

College operational plan tracker report

The new and revised version of the operational plan has been reduced from 66 pages to 23 and aligned to key priorities. The intent is that the final version will be 16 pages. Actions where practices are now fully embedded and the impact realised have been removed.

The operational plan progress tracker 2021-22 at May 31 2022 was:

Table 1: Operational Plan Progress Tracker 2021-22: ALL ACTIONS (as at 31/05/22)

Area	RAG Profile					Total Actions
	Green	Amber/Green	Amber	Amber/Red	Red	
Financial Objectives	0% (0)	50% (2)	50% (2)	0% (0)	0% (0)	4
Business Development Objectives	6% (1)	31% (5)	44% (7)	6% (1)	13% (2)	16
Curriculum Objectives	10% (2)	38% (8)	43% (9)	10% (2)	0% (0)	21
Quality *	11% (7)	22% (13)	67% (40)	0% (0)	0% (0)	60
People and Culture Objectives	8% (3)	17% (2)	67% (8)	0% (0)	8% (1)	12
Estates Objectives	22% (2)	53% (3)	33% (3)	11% (1)	0% (0)	9
All Areas	11% (13)	27% (13)	57% (69)	3% (4)	2% (1)	122

*All actions tracked and AAG used in the 2021-22 Quality Improvement Plan

Key:
 Green – Completed and KPI achieved
 Amber/Green – Progressing well, almost completed, seeing some impact
 Amber – Progressing to plan, but still in early stages, not yet seeing impact
 Amber/Red – Minor slippage (<1 month)
 Red – Major slippage (> 1 month)

² [Labour Market Indicators – London Datastore](#)

This is a snapshot as at 31st May 2022, with the majority of actions now falling due. Of the 76 actions due, 50% were green or amber/green, with the remainder in progress but with impact not yet realised.

It was confirmed that all the Gatsby benchmarks have now been achieved and CN will update governors at a future meeting.

ACTION: CN to update on Gatsby benchmarks when appropriate

Governors asked what is being done to address the red actions. David Warnes explained that a raft of mitigating actions is in train to close these. The main area of concern is the 16-18 target for the current year. There is an ESOL summer school and a level-up programme for asylum seekers in the next month. Karen Redhead said currently the College is 27 learners short of target. Governors asked how many learners would need to be targeted to ensure that 27 are in fact enrolled. Mainstream marketing is not appropriate in this instance, but the head of curriculum will stage specific campaigns to young ESOL learners. The focus will be on asylum seekers who have not yet been able to access the course until they have been in the UK for six months.

The Board asked if the ESFA funding is predicated on particular courses. Karen Redhead said that she, and Adrienne will offer a twilight session on the College FE Funding.

ACTION: KR/Adrienne to offer a twilight session on the College's funding stream in the Autumn term

KPI report - The College developed its five-year Strategic Plan in 2019, setting out its vision for the future, together with a set of Key Performance Indicators (KPIs) for each year of the plan. Progress against these KPIs was summarised in an online dashboard that went live in 2020-21.

David Warnes presented a snapshot of the current position (as at R09 - April) of the College against the KPIs set for 2021-22. The progress update and narrative rationale for where targets have not been met is contained in the Operational Plan. The Board was reminded that access to the dashboard for live data sets is available through the Governors' portal.

Following a twilight training session with some Board members several adjustments and improvements to the dashboards have been made, including:

- Updating the RAG indicators to show both progress against target and performance trend from previous month; this is a work in progress and not yet applied to all KPIs
- Adding a profile projection to certain KPIs and current progress against profile
- Showing an actual numerical value in addition to percentages on certain KPIs
- Improved access through a single sign in on a standalone site

Governors asked if the prediction on page 66 of 172 on the PDF on achievement figures was correct. David Warnes will check and send an update after the meeting.

ACTION: DW to circulate an update on the above.

Post meeting note circulated:

The figure shown on the dashboard is the prediction for 22-23 for all learners, the actual figure should just be the prediction for 16-18 year olds which is 83.1% - this is being changed on the dashboard imminently.

6	FINANCIAL AND OPERATIONS
6.1	<p>Management accounts Anil Nagpal presented the management accounts to the end of April 2022:</p> <ul style="list-style-type: none"> ○ There is a deficit £2.3m which is off track by £0.5m ○ This is predominantly in non-pay ○ Cash position is looking robust but is monitored assiduously as it can change quickly ○ The current ratio has dipped below 1 and this is being reviewed; the FEC benchmark for this ratio is now 1.4 ○ Financial health will be a challenge for this year, but the College is 'requires improvement' as projected previously ○ The report includes a sensitivity analysis of the key risks. <p>Governors asked if it might be possible to recover any of the extra £0.5m deficit. Anil Nagpal said that inflationary costs are to blame and that all other colleges are feeling these pressures. Some colleges are able to offset this with increase of commercial income, but this has been slow to recover at EHWLC. This remains a challenging environment. The risks highlighted, if not mitigated by the College, could see a worsening of the deficit position. Robin Ghurbhurun reported that several colleges are suffering from huge energy bills with examples increasing from £2m to £3m. WLC has fixed its energy costs until Autumn 2024. The College revisits the position on a weekly basis, and there are constant challenges to achieving the forecast.</p> <p>Governors asked what the barriers are to growing commercial income. It is difficult to secure ongoing contracts at the same level as companies seek to achieve reductions in expenditure and best value themselves. The Board asked if the College is confident that the offering is appropriate for the marketplace. The most significant offer on the curriculum is a commercial EFL (English as a Foreign Language) but the volumes have not yet returned to pre-Covid levels. There have been attempts to hire out facilities, but the pandemic hampered these efforts.</p> <p>The repayment plan has been submitted and a positive response received. It is now being scrutinised and will be taken forward by the legal teams in the form of new facility agreement. The plan is predicated on two events:</p> <ul style="list-style-type: none"> ○ Vacating Park Royal ○ Repayment of Barclays loan. <p>It was confirmed that it is on a good interest rate.</p>
6.2	<p>Confirmation of going concern Phillip Kerle reported that the going concern position had been 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>
6.3	<p>Financial plan – College Financial Forecast Return (CFFR) 2021-22 to 2023-24 Anil Nagpal presented the three-year plan for approval.</p> <ul style="list-style-type: none"> ● The key ratios look good and the only area for concern is the adjusted current ratio at just above one in light of the FEC benchmark of 1.4. ● Staff at 63% ● There is a planned deficit of £2.3m 2022/23 ● The College is targeting to achieve 'good' financial health in 2022/23

The plan and commentary will be submitted to the ESFA at the end of July. The additional contingency of £500k has been included and £416k for the pay award is included. The Chair reiterated that there is no plan to utilise this contingency unless necessary. Anil Nagpal noted that the plan includes £5.1m of capital expenditure.

Governors asked what was driving the reduction to the KPI for financial health which drops from 210 to 195. Anil Nagpal explained that in the new methodology for measuring financial health, the DfE is now focusing on debt servicing rather than borrowings as in the existing methodology.

AGREED: THE BOARD AGREED THE THREE-YEAR FINANCIAL PLAN AND THE CFFR 2021-22 – 2023/24

6.4 Pay review framework

- Governors are asked to review the framework in the context of the 2022/23 and 2023/24 draft budget and the recommendation of the FGP Committee
- A sum of £416k has been set aside for the 2022/23 pay award
- The UCU and Unison have called for a 10% pay award on all scale points with an uplift of £2k
- The AoC has made a recommendation of 2.25%
- Strike ballots have been notified to 30 colleges
- Headline inflation in May 2022 is 9.1%
- 2021/22 WLC awarded 2% for staff earning less than £45k, harmonised some terms of employment for support staff; set up a joint working party on workload and stress and implemented the London Living Wage.
- The CEO will review how best to distribute the £416k to staff, taking into consideration negotiations with Trades Unions which should allow a pay award which betters the AoC recommendation to the majority of staff
- An update will be brought to the FGP Committee and Board with detail

Karen Redhead and Richard Eastmond will meet with the unions on 30 June 2022 to begin discussions. The current intention is to use the available funds in a consolidated pay award favouring those at the lower end of the pay scales most. Governors recognised that an agreement will be difficult to achieve with the unions currently asking for 10% against a backdrop of the College facing a deficit budget.

There was a discussion about the proportion of pay expenditure breakdown showing that 40% of pay expenditure is on 'administration' staff and if this was benchmarked against other institutions as this seems very high. KR said that the classification of administration is misleading as many roles are classed in this area. Karen Redhead said that the team has been discussing benchmarking with the newly appointed external auditors. There is a tool (MD) that the DfE publishes which allows elements of benchmarking. The categories are hard wired into the CFFR. When benchmark against other colleges it is important to recognise that terms and conditions, as well as categorisation, may be different. Karen Redhead commented that many support functions are operating on as few staff as possible and that she didn't think there are efficiencies to be made. Anil Nagpal was asked to revisit the model and try and indicate which roles are included in administration. Phillip Kerle reminded the Board that the overall staff cost of 64% is excellent against sector averages and the historic position of the College a couple of years ago.

ACTION: AN to report on benchmarking across the sector to a future meeting.

	AGREED: THE BOARD AGREED THE FRAMEWORK FOR THE 2022/23 PAY REVIEW
6.5	Report on ESFA Financial Health The Board noted the report.
6.6	<p>Update on Capital Talent Box Limited Anil Nagpal gave an update on the following items:</p> <ul style="list-style-type: none"> ● Confirmation on VAT position ● Management Accounts for CTB (April 2022) ● Item for Members' Reserved Matters <p>The Directors of Capital Talent Box had asked Anil Nagpal to confirm with Mills and Reeve that the VAT advice given previously to the Board in relation to CTB had not changed. Mills and Reeve had since confirmed this advice is still current, at no charge to the College.</p> <p>Anil Nagpal had presented the management accounts to the CTB meeting on June 13 2022. The projected expenditure via CTB is £1,194k.</p> <p>Ra Hamilton-Burns reminded Governors that in January 2021 the Board resolved to agree a shareholders' agreement that outlined matters that the members of Evolve Learning Group Ltd, a West London College subsidiary, would reserve to themselves and not delegate to directors. It is proposed that an identical arrangement should be agreed for Capital Talent Box Limited, and a copy of the reserved matters is included in the appendices at Item 6.6.iii. The Chair would be delegated decision making rights on these matters.</p> <p>AGREED: THE BOARD AGREED THE AMENDMENT TO THE CONSTITUTION OF CAPITAL TALENT BOX LIMITED TO INCLUDE THE MEMBERS' RESERVED MATTERS CLAUSE AND TO DELEGATE DECISION MAKING TO THE CHAIR OF THE BOARD.</p> <p>AGREED: SHAWEZ MIR WAS APPOINTED AS A DIRECTOR OF CAPITAL TALENT BOX.</p>
7	CURRICULUM AND QUALITY
7.1	<p>Safeguarding update Chris Nixon presented the safeguarding report up until Easter 2022 and an annual report will be presented in the Autumn Term. He summarised the report.</p> <ul style="list-style-type: none"> ● The College has seen a rise of honour-based violence incidents for learners at the Southall Campus and is focussing efforts on partnership working to address this. ● There have been three Prevent referrals and the new online monitoring system picked up one of these. ● 408 students have been referred for support for next year and the changes to KCSIE in September will come into effect. ● Chris Nixon will give an update in the Autumn term on new requirements. <p>Jon Roe said the numbers included are really helpful but would be useful to have trends on prior years indicated to allow the Board to make comparisons. The reporting methodology has changed and so reporting on prior years would not give a direct comparison.</p> <p>ACTION: CN to include trends year on year in reports going forward.</p>

Governors were pleased to hear about the College's positive relationship with the police but asked if the College is confident that a Child Q³ event could not happen at the College. Chris Nixon explained that at WLC a learner would not be alone with a police officer. The police are never on site without the safeguarding lead being aware.

Debbie Stephenson, lead governor for safeguarding and prevent, is attending the staff training on 17 August 2022 for the updates and there will be an update for governors on the new KCSIE requirements in the new academic year. Karen Redhead commented that Chris Nixon has transformed the safeguarding practice since he joined the College.

ACTION: CN to provide twilight training on KCSIE updates in Autumn term.

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

8 OTHER REPORTS

8.1 Report on employer engagement and strategy

David Warnes presented the employer engagement report and reminded the Board that the governing body has a duty from the Local Skills Improvement Plan and Skills and Post 16 Education Act⁴ and to have due regard to the Employer Representative Bodies (ERBs).

These statutory requirements will be monitored through a new thematic judgement from Ofsted, starting from September 2022, where they will comment on how well colleges contribute to meeting local skills needs. This will be in the context of:

- Civic engagement (local authorities, GLA, Government)
- Community engagement (charities, community groups, third sector)
- Education engagement (other colleges, schools, HEI's)
- Employer engagement

The Employer Engagement strategy is linked to these requirements.

The College is leading on the West London **Strategic Development Fund (SDF)** bidding round, to secure additional revenue and capital investment to fully align its provision to the LSIP priorities. These have been set out by the Greater London Authority (GLA) in its [Skills Roadmap](#), and include priority sectors in Health, Green, Digital, Hospitality, Care, Construction and Creative. There is also a clear focus on inclusivity and supporting those hardest impacted by the pandemic, including young people, SEND, older adults and BAME communities.

The SDF funding, if successful, will be shared across the 6 colleges operating in west London to build capacity to deliver on the green skills agenda, including investment in equipment and facilities and a collaborative approach to recruiting and retaining technical expertise. The College is working closely with West London Business, the recognised **Employer Representative Body** as defined in the Skills and Post-16 Education Act and expects to hear an outcome by the end of this week.

Governors asked if there is a link with the employers and the potential growth of commercial income. There was not a specific link but there is with community groups. There is huge potential and the Green skills at Southall Campus will be a commercial offer.

There is a plan and scorecard behind this strategy which will populate the plan once the requirements are known.

³ [Child Q - Sorry needs to mean it won't happen again | Children's Commissioner for England \(childrenscommissioner.gov.uk\)](#)

⁴ [Skills and Post-16 Education Act 2022 - Parliamentary Bills - UK Parliament](#)

	<p>One of the proposals being discussed by the Principals of the colleges operating in west London is to stage a conference for all of the Boards involved in the Spring Term in order that Governors can discuss the legislative requirements. DW has ringfenced a small amount in the SDF bid to facilitate this. WLC has offered to lead this initiative.</p> <p>AGREED: THE BOARD AGREED THAT THE EMPLOYER ENGAGEMENT STRATEGY IS APPROPRIATE FOR 2022/23</p>
<p>8.2</p>	<p>Subcontractors for 2022/23</p> <p>The policy for delivery was approved at the March 2022 meeting. David Warnes presented the list of proposed subcontractors being recommended by the Audit Committee for 2022/23: There had been a proposal from a potential seventh provider, but it was decided that their offer was too similar to the College's offer.</p> <ul style="list-style-type: none"> • Apprenticeship partners have been reduced. • The ESFA provision is reduced to 45% as agreed. • Due diligence for all partners will conclude in the next two weeks. <p>Governors asked how confident the College is that it will achieve the targets. GLA it is likely to be 100% and the ESFA is predicted to be 87%. All partners are on profile to deliver. Shawez Mir reminded members that the Audit Committee had heard that for all the 89 criteria of assessment the College is now compliant. This will be tested by the external auditors next year but the College is confident it will be compliant.</p> <p>AGREED: THE BOARD AGREED THE LIST AND SCOPE FOR THE SUBCONTRACTORS FOR 2022/23</p>
<p>8.3</p>	<p>Health and safety Spring 2022 report</p> <ul style="list-style-type: none"> • This report is from January to April 2022. • No RIDDORS to report • 32 incidents <p>Governors asked if there is a reason that Ealing Green has more incidents than other campuses. It is thought that the numbers are low in real terms which skews the percentages.</p> <p>AGREED: THE BOARD APPROVED THE HEALTH AND SAFETY REPORT FOR SPRING 2022</p>
<p>9.1</p>	<p>Recommendations from Committees</p> <p>The Search and Governance Committee of 10 May 2022 recommended the following:</p> <ul style="list-style-type: none"> • Committee Terms of Reference • Board Cycle of business <p>Governors noted that the ILT strategy and IT strategy are timetabled to be reviewed in March 2023 – and asked if this should be brought forward to the Autumn cycle. Karen Redhead explained that the work on the strategy will not be completed in time. The College is using the JISC Digital Elevation tool to help develop a strategy. Governors ask if the capital expenditure would be on IT and if it is possible to make expenditure without one. There are some obvious and quick wins such as infrastructure investment and upgrading of equipment which don't need to be delayed until a strategy is agreed. Terry Stevens drafted a schedule which is now being used as the basis for priorities on</p>

capital expenditure. The Board suggested that the College does not sign any ongoing contracts until the strategy is agreed and Karen Redhead confirmed that no contracts are currently under consideration but replenishment will be done where necessary.

- Arrangements for obtaining the views of staff, students, and employers
- Appointment of Andrew Baird as Interim Chair of Audit and member of the Board for an interim period of six months to December 28, 2022.

Phillip Kerle reminded members that AB is the Chair of ESS but he and Callum Anderson who had worked with Andrew Baird before when he was interim Chair at WLC commended his membership.

The Audit Committee of 13 June 2022 recommended the following:

- The appointment of Buzzacott as the College's financial statements and regularity audit firm for an initial period of three years from 1 August 2022
- The appointment of RSM as the College's internal auditors for an initial period of three years from 1 August 2022.
- The risk register and report

Governors asked if there is a transition period between the auditors and RSM taking up its role as internal auditor. Maxine Deslandes confirmed that there will be a handover and that the RSM team will be led by a new partner on the RSM team.

The Curriculum, Quality and Performance Committee of 17 May 2022 recommended the following:

- The safeguarding update report which was a discrete item, 7.1 on these papers

Members noted that the 87% attendance at GSCE English and maths was very pleasing There had been a knock-on effect on learners of the transport strike which was unfortunate.

The Finance and General Purposes Committee of 20 June 2022 recommended:

- The three-year budget for 2022/23 and CFFR return – item
- That the College is a Going Concern
- Pay review framework for 2022/23
- Tuition fees policy
- Building services cleaning contract to Kindred from 1 August 2022

Governors suggested that the change brought about by Covid 19 there may now be other potential large properties available for the College to consider and this should be monitored.

Jon Roe said that the threat of a listing would impact the valuation and if it were to be listed it would limit the value further. He suggested that if the appeal were to be confirmed as unsuccessful the College should consider a proposal that tested the early decisions by considering a full disposal of the estate. KR stated that the College has just agreed a three-year estates strategy and engaged PMC. As the project progresses KR and PMC will discuss this with local authorities and be revisiting options. It was agreed that the situation would be monitored in a fast-changing environment going forward.

Ian Comfort reported that the Park Royal project is still on target. £3m is the all-in budget including VAT and £600k for dilapidations is built in.

	<p>The minutes approved by the Chairs were available in the papers as items 9.2-9.5.</p> <p>AGREED: THE BOARD AGREED TO THE COMMITTEE RECOMMENDATIONS LISTED ABOVE</p>
9.2	Search Committee minutes – 10 May 2022
9.3	Curriculum and Quality Committee – 17 May 2022
9.4	Audit Committee minutes – 13 June 2022
9.5	<p>Finance and General Purposes Committee – 20 June 2022 The Board noted the minutes of the Committees.</p>
10	<p>Any urgent other business There was none.</p>
11	<p>Meeting evaluation The meeting closed at 20.06</p>
12	<p>DATE OF NEXT MEETING Tuesday 18 October 2022</p>