

Minutes of a Meeting at the North Kensington Centre f a MeetNo8Ge/ w10 (day)148 Tw [at]-8 (h K)  
Mr Victor Olowe, External Governor

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

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- 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)









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.

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.

- 7.1. 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.

8.1. 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.

9.1. 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.





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.

12.1. 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.

13.1. 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



9.8	Show potential for variance in each main budget line, with long-term implications	CFO	9 May 2023			
6.2	Consider providing long-term trend analysis in KPI reports	Principal and CPDO P	12 June/ 27 June 17 July 2023	5	6	i n
12.3	Consider arrridEgO 648 0.481. fE					