

THE CORPORATION OF WALTHAM FOREST COLLEGE

MINUTES OF THE MEETING HELD ON 11 JULY 2023

MEMBERS OF THE CORPORATION

Youness Abidou	apologies	Member, Vice Chair of the Corporation, Chair of F & R
Antoinette Beekye	present	Staff Member
Paul Butler	present	Member, Chair of the Corporation, Safeguarding Champion
Omur Derelikoylu	present	Staff Member
Michael Eichhorn	present	Member, Chair of A & R
Janet Gardner	present	Member, Principal & Chief Executive Member
Andrew Hall	present	Member, sustainability champion
Susannah Hume	apologies	Member
Alison Morris	present	Member, Vice Chair of the Corporation, Chair of C & Q, Careers Champion
Renatta Nzomono	apologies	Member
Amir Seyyad	present	Member
Gbeminiyi Soyinka	present	Member
Darren Talbot	apologies	Member
Ashanti Aleica France	present	Student Member
Angelina Khan	apologies	Student Member

CLERK TO THE CORPORATION

Naomi Shoffman Director of Governance (DoGov)

IN ATTENDANCE

Hassan Rizvi Deputy Principal Curriculum & Quality (DPCQ)
Abena Rodman -Tay Deputy Principal Finance & Resources (DPFR)
Amir Ahmed Director of Services for Students (DoSS)
Nadeem Khalifa Director of BIDU (DBIDU)
Melanie Price Director of Human Resources (DHRD)

Due to the Coronavirus pandemic (Covid-19) the Corporation agreed that meetings may be held using Teams videoconferencing as per the Waltham Forest College Instrument & Articles, Instrument 1 (g).

28.23 WELCOME AND APOLOGIES FOR ABSENCE

- The Chair welcomed all to the meeting. He reminded everyone that the majority of the reports coming to this meeting have already been scrutinised by the relevant Committees, which have made recommendations accordingly.
- Apologies were received from the following members: Mr Abidou and Mr Talbot – due to illness, Ms Nzomono due to last minute work commitments, Ms Hume who is on maternity leave and Ms Khan who is abroad.
- It was agreed to change the order of the agenda to enable presenting staff members to leave the meeting after their reports had been considered.

29.23 DECLARATION OF INTERESTS

There were no declarations.

30.23 MINUTES OF THE MEETINGS OF THE CORPORATION HELD ON 21 MARCH AND 23 MAY 2023

The Minutes of the Corporation meetings held on 21 March and 23 May 2023, were agreed by the Corporation to be signed by the Chair as a true record.

31.23 MATTERS ARISING

The DoGov went through the action list and confirmed that all actions had been completed in line with the agreed target date.

32.23 PRINCIPAL'S COLLEGE REPORT

The Principal said she would take the report as read and then highlighted the following key points:

- The College has performed well, despite the many challenges, against the majority of its KPIs this academic year.
- The College has managed to maintain its strong position on quality and finances, despite an extremely challenging year.
- The financial position of the College remains strong with a forecasted financial health rating of outstanding. Current cash days are well above Further Education Commissioner's (FEC) KPI of >25 days. This has further strengthened the College's financial position. This has in turn supported a pay award offer for staff for 2023/24 which has been agreed with both unions.
- Challenges with attendance, rising mental health issues and increasing cost of living concerns for students and staff have placed increased demands on the college to provide higher levels of support both in and outside of classes.
- The overall achievement rates are expected to be broadly in line with 2021/22 and above national rates.
- The forecast for the end of year financial position indicates a surplus. This is despite the unexpected increase in energy costs of £1m at the start of the year which resulted in predicted deficit position. We managed to absorb this increase due to prudent financial management, an increase in recruitment, growth in numbers and the College being successful on two different bids.
- We cannot guarantee that those factors that contributed to the surplus will always be in play going forward. For instance, in terms of learner growth, we are facing more competition as many colleges are becoming more aggressive with their marketing.
- The reputation and reach of the College continue to grow, with learners representing both the College and sector in competitions.
- The QDP respective Student, Employer and Staff surveys satisfaction rates highlight excellent rates of participation and satisfaction. There is still work to do to further improve the staff and student experience in striving for excellence.
- To further raise the profile and build the reputation of the College and develop strategic partnerships, the Principal continues to meet with external stakeholders and represent the College on several strategic boards.
- Further to the decisions at the Strategy Day the Principal presented some of the strategic options currently on the table which the members discussed. The Principal suggested setting up a working group with the Chairs of Committees and others with relevant expertise to explore strategic options in more detail.

The Principal concluded her report and invited questions/comments:

- A Governor asked about the money that is on deposit and a discussion ensued around the optimum amount to invest. The Principal advised she was looking into

this with the DPF and would come back with options.

- The Corporation commended the achievement in the College making a surplus in this environment.
- A Governor commented on the Principal's strategic engagement with stakeholders, commended the impact of these and supported the importance of this work.

THE CORPORATION AGREED TO:

- **NOTE THE SIGNIFICANT ACHIEVEMENT IN MITIGATING THE FINANCIAL RISK OF EXCEPTIONALLY HIGH ENERGY COSTS.**
- **APPROVE THE ESTABLISHMENT OF A WORKING GROUP TO FURTHER EXPLORE STRATEGIC OPTIONS AND REPORT BACK TO CORPORATION.**
- **NOTE THE SIGNIFICANT PROGRESS OF PERFORMANCE AGAINST KPIS FOR 2022/23.**
- **APPROVE THE STAFF PAY AWARD FOR 2023/24 AS PART OF THE FINANCIAL PLAN FOR 2023/24.**

33.23 SAFEGUARDING AND PREVENT REPORT

The DoSS presented the Safeguarding and Prevent Report and highlighted the following points and work the team has been doing around these areas:

- The College has received a total of increase of 90% safeguarding referrals compared to the comparative position the previous year.
- The retention rate of learners with a safeguarding case shows a marked improvement compared to the previous year.
- There has been a slight dip in the retention rate for vulnerable learners.
- There were three action points that came out of the S11 Safeguarding Audit which is an audit tool used to evaluate the effectiveness of the College's safeguarding arrangements. The College will undertake to further strengthen the College's safeguarding arrangements; all training has been booked and should be completed by the end of July 2023.

A Governor asked what else we can do to support learners. The DoSS responded that we have added the post of a mental health adviser to add further capacity in the new year. The DoSS reported on what else is being put into place to provide more support. There followed a discussion around this and how it compares to other colleges.

THE CORPORATION NOTED THE SAFEGUARDING AND PREVENT REPORT.

The DoSS withdrew from the meeting.

34.23 SUBCONTRACTING

The DoBIDU presented the report and highlighted the following points:

- The list of subcontractors and progress against contract values for the year.
- All providers are currently on track to deliver to the agreed targets.
- The focus is now on achievement from providers and, so far, they are on track.
- The intention is to renew subcontracting for another academic year (2023-2024).
- All the subcontractors have undergone procurement which allows renewal for up to 3 years subject to annual due diligence.
- The mechanisms being used by the Business Innovation and Partnerships team and the internal quality team continues to monitor and improve the quality of provision.

THE CORPORATION AGREED TO:

- **APPROVE THE RENEWAL OF SUBCONTRACTING WITH THE SAME PROVIDERS FOR ANOTHER ACADEMIC YEAR (2023-2024).**

- **ALL SUBCONTRACTORS HAVE UNDERGONE PROCUREMENT AND THE COLLEGE'S ANNUAL DUE DILIGENCE EXERCISE.**
- **NOTE THE REPORT.**

The DoBIDU withdrew from the meeting

35.23 HUMAN RESOURCES UPDATE

The DoHR presented the report and highlighted the following points:

- This is an interim paper recording data and information as of 30 June 2023. A full report will come to the next Corporation meeting in the next academic year which captures the full data to the end of July 2023.
- The workforce currently comprises of 310 staff and remains diverse and broadly in line with local demographics.
- Overall, the HR department has made considerable progress in recruitment, employee engagement and reducing staff absence. While the turnover rate has decreased, we continue to monitor and respond to market trends. There is not any current AoC data on this, but we are within the range in the last published sector average. Our commitment to fostering a positive work environment remains strong as we navigate through the challenges ahead. The reduction in turnover seems to be a national trend due to financial crisis.
- Our focus for the coming year is to build upon the improvements we have made over the last nine months and to develop further our strategies for recruitment and wellbeing.
- We are struggling to recruit in some areas as we are surrounded by big college groups which pay more.
- The CPD programmes offered both to retain staff and as part of recruitment.
- The safeguarding work that has been undertaken to ensure the central record is up to date. The Chair and Principal check the record on a regular basis.
- There has been a lot of work done around sickness rates which has resulted in a significant drop in sickness absence.
- We are promoting the new EAP service in place, but it is not used as much as would like.
- The staff survey outcomes response rate is a good indication of engagement,
- The achievements for the College which helps with recruitment of staff.
- CPD and succession planning.

A Governor commented on the high rate of staff participation and asked what has been done that led to this increase? The DoHR explained what SLT had done differently.

In response to a query the DoHR, explained what is being done to further improve staff development.

THE CORPORATION NOTED THE HUMAN RESOURCES UPDATE.

The DoHR withdrew from the meeting.

36.23 CURRICULUM AND QUALITY COMMITTEE MEETING ON 23 MAY 2023

The Chair of the Committee reported on items considered and discussed at the meeting.

THE CORPORATION RECEIVED AND NOTED THE DRAFT MINUTES OF THE CURRICULUM AND QUALITY COMMITTEE MEETING

37.23 CURRICULUM AND QUALITY REPORT

The DPCQ introduced the report which provides an update on the College's performance for Term 3 of 2022/23 and ongoing actions. He highlighted progress against key performance indicators including:

- The latest National Achievement Rates Table (NARTs) 2021/22 has been released for the first time since 2018/19. WFC is ranked third in London for FE colleges overall achievement rates (WFC was 17th in 2018/19).
- The overall achievement rate predictions for all ages in 2022/23.
- The College KPI for lessons meeting the expected standard has been exceeded.
- The QDP survey has seen an increased participation rate across the College and maintained the overall satisfaction rate.
- The overall College attendance, English and maths attendance.
- Attendance to timetabled lessons continued to be a challenge.
- The College's engagement strategies to address the challenges have had a positive impact with the vast majority of learners on track to achieve; this is evidenced in learner achievements on various courses.
- Progress against Retention KPIS.
- The College has just completed an annual external review as part of the Matrix Accreditation. The review was successful, and we have retained the whole College Matrix accreditation. The report will be shared with governors once it has been received.

The DPCQ then outlined progress on the quality cycle and the other areas for improvement and ongoing action in curriculum and quality.

Discussions ensued around the following matters:

- Likely timing of next Ofsted inspection.
- Level of confidence re achievements this year.
- Strategic options in terms of how we position ourselves in the market we are competing in and what we can do well in terms of our offer.

THE CORPORATION NOTED THE PROGRESS ON KEY ASPECTS OF CURRICULUM AND QUALITY.

The Chair on behalf of the Corporation thanked Miss Aleica France, the Student governor (who had to leave the meeting), for her commitment to her role and engagement with the Board and wished her every success in her future endeavours. Miss Aleica France withdrew from the meeting.

38.23 FINANCE AND RESOURCES COMMITTEE MEETINGS ON 11 MAY AND 4 JULY (Draft) 2023

The Vice Chair of the Committee reported on the meeting and the items considered, and recommended for approval (the majority of which are on this meeting's agenda). He reported that members of the Committee were pleased to note that the proposed budget is maintaining our strong financial position.

THE CORPORATION RECEIVED AND NOTED THE DRAFT MINUTES OF THE FINANCE AND RESOURCES COMMITTEE MEETINGS.

39.23 INCOME AND EXPENDITURE BUDGET 2023-24

The DPFR presented draft budget for the financial year 2023/24 and a forecast for 2024/25, including assumptions and explanations for the key variances. The DPFR then highlighted the following points:

- The financial objectives of the College and how specifically, these objectives will be achieved by maintaining a sound financial base in line with our Financial Risk Management KPIs.
- The budgeted Key Performance Indicators.
- Key budget assumptions for Income and Expenditure.

- The 2023-24 Budget shows a budget surplus.
- Total pay cost comprises of the pay rise and pay scales increments for staff who are not at the top of the scale.
- Non pay cost (including sub-contracting cost) has reduced mainly due to decrease in utility cost offset by general inflation on other non-pay budgets.
- New offers next year and investment in this.
- The total budgeted capital investment in the estates.
- Impact of ONS reclassification.
- Cash flow forecast.

A Governor suggested using reverse stressing testing to determine to what point can the finance drop for the College to remain viable, so we can further build in resilience. He also commended the sensitivity analysis that has already been included in the budget and proved helpful when considered in conjunction with the College's Risk appetite.

The Chair advised that the Finance and Resources Committee had all noted this was quite a conservative and prudent budget.

THE CORPORATION APPROVED THE INCOME AND EXPENDITURE BUDGET 2023-24.

40.23 INCOME AND EXPENDITURE 2022-23 – MONTHLY MANAGEMENT ACCOUNTS TO 31 MAY 2023

The DPFRR presented the management accounts and provided summary details of the College's actual income and expenditure, balance sheet and cash flow forecast, compared with budget and highlighted the following points:

- The Year-end forecast surplus for 2022/23.
- The Year to date actual compared to year to date budget resulting in a favourable variance and the key items contributing to this variance.
- The Cash balance at 31st May and cash days, against the FEC targets.
- The Financial Health Score is 'Outstanding'.
- The key risks that may impact the financial position and the Mitigation actions being taken.

A Governor commented on how well the finances have been managed considering the impact of the additional costs of the utilities and the income we needed to achieve.

The Chair commended the financial position reported in the management accounts which is a testament to the team's performance. This was echoed by other Governors.

THE CORPORATION:

- **RECEIVED AND NOTED THE MANAGEMENT ACCOUNTS TO 31 MAY 2023 RELATING TO THE FINANCIAL POSITION OF WALTHAM FOREST COLLEGE.**
- **NOTED THE KEY FINANCIAL RISKS BEING MANAGED AND THE MITIGATING ACTIONS BEING TAKEN BY THE COLLEGE.**

41.23 UPDATE ON PROGRESS WITH THE CAPITAL PROJECTS (TO INCLUDE TRANSFORMATION GRANT, T LEVEL GRANT AND POST 16 CAPACITY BID

The DPFRR presented the report and highlighted the following points:

- West Wing Project: The project tender has now been returned and results are being reviewed.
- The tender results have been favourable with the cost coming through less than expected.
- Refurbishment of the Sports Hall is complete apart from some snagging.

- T level capital project: Digital and Health is currently under way with a contractor on site undertaking enabling works. Works are ongoing and due for completion by end August 23.
- T level digital and broadcasting delivery has been postponed by the Government to start in September 2024. Revenue funding relating to this T Level will be clawed back as part of next year's allocation. Capital funding and Equipment funding will continue to be funded.
- Due to the timing, we may need to approve contracts via Chair action.
- Post 16 Capacity Fund: The DPFR concluded by advising that the College has been successful in the bid to develop the unused swimming pool area and adjoining storage space for teaching space and a computer suite.

There followed a discussion around the risks of this project one being to the College's capacity. The Principal advised that to mitigate this risk, we have added a fixed post to report to the DPFR on estates and capital projects to support the projects and add greater capacity. The Principal added that another risk to consider was the general disruption caused by the ongoing work.

The Principal then reported that the Tenet's Tender report for the west wing project had been received too late to circulate in advance of the meeting. However, it has now been reviewed by the relevant parties who are happy with Tenet's recommendation, subject to review by the Corporation.

To this end it was agreed, in order to meet the contractual deadline, to approve the recommendation in principle, subject to members having the opportunity to review and comment on the full report by the end of the week.

THE CORPORATION AGREED TO

- **APPROVE IN PRINCIPLE THE APPOINTMENT OF BEARDWELL IN THE SUM OF £6,508,496.04 + VAT TO UNDERTAKE THE DESIGN AND REFURBISHMENT OF THE WEST WING. SUBJECT TO ANY COMMENTS FROM MEMBERS BEFORE THE DEADLINE.**
- **NOTE THE PROGRESS MADE IN THE FECTF PROGRAMME, T LEVEL CAPITAL PROJECT AND POST 16 CAPACITY PROJECTS.**

42.23 REVISED FINANCIAL REGULATIONS

The DPFR presented the report and summarised the key changes to the Financial Regulations 2023/24, following the Further Education Reclassification of Colleges by the Government. The key change from this might be the change of year end for colleges which will have a big impact on resources. The Financial Regulations have also been amended to take account of any changes in management structure and post titles.

THE CORPORATION AGREED TO APPROVE THE REVISED FINANCIAL REGULATIONS.

43.23 ESTATES STRATEGY APPROVAL

The DPFR presented the new estates strategy. The estates strategy was last reviewed in 2021. The revised strategy has been driven by the growth in learner numbers and the new capital projects. The strategy looks at the current estates' investments, future plans and options to maximise the estates to ensure the College's strategic objectives are being met. The DPFR went through the key aims, the factors considered to inform the analysis and proposed estate strategy and the associated risks.

THE CORPORATION AGREED TO APPROVE THE NEW ESTATES STRATEGY.

44.23 TUITION FEES POLICY

The DPFR presented the College Fees policy which has been updated to reflect the current ESFA and GLA guidance for 2023/24. The document also includes fees for the new commercial courses and a

section on examination fees.

In response to a query the DPFR confirmed that those courses that are fully funded and those part or self-funded.

THE CORPORATION APPROVED THE TUITION FEES POLICY 2023/24.

45.23 CLEANING CONTRACT TENDER

The DPFR advised that Tenet conducted a mini-competition framework tender for the provision of Building Cleaning Services across the college campus, using the ESPO Framework.

Further to this, Tenet's have recommended that the College appoint Brayborne as the new cleaning contractor for three years with the option to extend after this period.

THE CORPORATION AGREED TO APPROVE THE APPOINTMENT OF BRAYBORNE AS THE NEW CLEANING CONTRACTOR FOR THREE YEARS WITH THE OPTION TO EXTEND AFTER THIS PERIOD.

46.23 AUDIT AND RISK COMMITTEE MEETING ON 21 JUNE 2023

The Chair of the Committee reported on the meeting and the items considered, and recommended for approval. The Committee had considered Internal Audit reports which were all positive. The Committee also considered the Financial Statements, 2022/23 Audit Arrangements, next year's IA Plan, the Risk Register and the Committee's Terms of Reference which are all substantive items on this agenda.

THE CORPORATION RECEIVED AND NOTED THE DRAFT MINUTES THE AUDIT AND RISK COMMITTEE MEETING.

47.23 INTERNAL AUDIT PLAN 2023/24

The DPFR presented the report and advised that the plan has been fully scrutinised by the Audit and Risk Committee who had recommended it for approval. The Committee will be involved in the scoping of each review to ensure it covers everything.

THE CORPORATION APPROVED THE INTERNAL AUDIT PLAN 2023/24.

48.23 ARRANGEMENTS FOR THE AUDIT OF THE FINANCIAL STATEMENTS FOR THE COLLEGE FOR 2022/23

THE CORPORATION RECEIVED AND NOTED THE ARRANGEMENTS FOR THE AUDIT OF THE FINANCIAL STATEMENTS FOR THE COLLEGE FOR 2022/23.

49.23 COLLEGE'S MPM RETURN - FOR INFORMATION

The DPFR presented the MPM return. A discussion ensued around when we may understand the full impact of all the ONS reclassification changes.

THE CORPORATION RECEIVED AND NOTED THE COLLEGE'S MPM RETURN.

50.23 RISK MANAGEMENT FRAMEWORK - RISK APPETITE STATEMENT

The Chair of the Audit and Risk Committee presented the Draft Risk Appetite Statement (RAS) and highlighted the following points:

- The report provides clarity on the level of risk appetite agreed by the Board and identifies key risks, levels of assurance and actions as appropriate to stay within the agreed tolerance of risk.

- The document outlines the RAS of the College in 2022/23 taking into consideration the risks identified in the College's Risk Register and will be part of the College's overarching Risk Management Framework.
- The College's key strategic objective is to deliver outstanding technical and professional learning, which raises aspirations, develops skills and creates futures.
- This document sets out the framework for assessing and monitoring risks to the College in relation to its overarching strategic objective to inform decision making and highlights the owned control environment for the College Executive and Corporation.
- The RAS is broken down into individual risk types. For each risk type, the relevant subject matter experts were consulted.
- The RAS should be reviewed on an annual basis (or as required by a business need as result of in-year risk events).
- The appetite may change depending on the performance and internal and external environment.
- This is first step in the process and the RAS will be piloted in academic year 2023/24 to enable the statements to be tested and revised as necessary before being fully formalised in 2024/25.

THE CORPORATION AGREED TO APPROVE THE RISK APPETITE STATEMENT.

51.23 COLLEGE RISK REGISTER.

The DPFR presented the risk register which shows pre and post mitigation scorings, and the controls in place to mitigate risks. The Key risk number and activities were discussed in full.

A discussion ensued around how top risks are identified and how some of the risks may move and change. The DPFR commented that the risk register is a live document. The Principal said it reflects where we are at this point in time and is a dynamic register that can change throughout the year.

THE CORPORATION NOTED PROGRESS MADE IN ALL RISK AREAS.

52.23 SEARCH, GOVERNANCE AND REMUNERATION COMMITTEE MEETING ON 26 JUNE 2023

The Vice Chair of the Committee reported on the meeting and the items considered, and recommended for approval, the majority of which are on this meeting's agenda. The Vice Chair advised that the Committee have agreed to commission Mr D'Souza to conduct the required external review of governance under the auspices of the AoC, which will take place next term. Mr D'Souza will be attending the next Corporation meeting as part of this review.

THE CORPORATION AGREED TO RECEIVE AND NOTE THE DRAFT MINUTES OF THE SEARCH, GOVERNANCE AND REMUNERATION COMMITTEE MEETING ON 26 JUNE 2023

53.23 GOVERNANCE

The DoGov spoke to her report and highlighted the following:

- The Search, Governance and Remuneration Committee, as reported, met with and interviewed two candidates.
- The Committee agreed, subject to relevant satisfactory checks, to recommend to the Corporation that Mr Leon Smith be appointed as Governor and to the membership of the Finance and Resources and Mr Bryan Johnston be appointed as Governor and to the membership of the Curriculum and Quality Committee.
- Mr Talbot has resigned from the Board, with effect from the end of this academic year due to a change in his work commitments. However, he indicated he would be happy to stay on as a co-opted member of the Finance and Resources Committee to provide his expertise, especially around the capital builds.
- Mr Gurman, co-opted member of the Curriculum and Quality Committee, has decided to step

down as his personal circumstances have recently changed. Mr Gurman's had a long-standing commitment to the College and provided invaluable advice and support to the Curriculum and Quality Committee in that time.

- Efforts are continuing to recruit additional members with particular skills identified to add to the membership. To progress this the College is working in partnership with Peridot recruitment agency who have been commissioned by the DfE to support the recruitment of more Governors to the sector.
- The Grievance Procedures for SPH has been updated by the Director of HR. The only changes are job titles i.e., Clerk of Corporation is changed to Director of Governance and the addition of the last section which is the review period for the policy.
- The current respective terms of office for the Vice Chairs of the Corporation end on 31 August 2023. The Current incumbents Mr Abidou and Ms Morris are recommended for re-appointment for a further two-year term.
- The Corporation's Instrument and Articles, Standing Orders, Scheme of Delegation and Terms of Reference for the Committees, presented have been reviewed by the relevant Committees and are recommended for approval. The amends were mainly around accounting for the impact of the HM Treasury guidance and any other relevant directives following the ONS reclassification in November 2022, publishing of minutes and Committee reporting procedures, and tidying up.
- The proposed Committee membership, dates of meetings 2023/24, and workplan had been previously circulated for review and comment to all members. Due to unforeseen circumstances the date of the first Corporation meeting will be changed to 9th November 2023. All other dates remain stat.
- All actions in the Governance Action Plan bar one have been completed. The one remaining action - Succession Planning for the Board - is in train and is ongoing so will be carried over to next year's action plan.

THE CORPORATION AGREED TO:

- **APPROVE THE APPOINTMENT OF:**
 - **MR LEON SMITH AS GOVERNOR AND TO THE MEMBERSHIP OF THE FINANCE AND RESOURCES COMMITTEE WITH EFFECT FROM 1 SEPTEMBER 2023 FOR AN INITIAL ONE-YEAR TERM.**
 - **MR BRYAN JOHNSTON AS GOVERNOR AND TO THE MEMBERSHIP OF THE CURRICULUM AND QUALITY COMMITTEE WITH EFFECT FROM 1 SEPTEMBER 2023 FOR AN INITIAL ONE-YEAR TERM.**
- **NOTE MR TALBOT'S RESIGNATION FROM THE BOARD AND APPROVE HIS APPOINTMENT AS A CO-OPTED MEMBER OF THE FINANCE AND RESOURCES COMMITTEE.**
- **NOTE MR GURMAN'S RESIGNATION.**
- **APPROVE THE APPOINTMENT OF MS MORRIS AND MR ABIDOU AS VICE CHAIRS OF THE CORPORATION FOR A FURTHER TWO-YEAR TERM.**
- **APPROVE THE REVISED GRIEVANCE PROCEDURES FOR SPH'S.**
- **APPROVE THE CORPORATION'S INSTRUMENT AND ARTICLES, STANDING ORDERS, SCHEME OF DELEGATION AND THE TERMS OF REFERENCE FOR THE COMMITTEES FOR 2023/24.**
- **APPROVE THE COMMITTEE MEMBERSHIP, DATES OF MEETINGS, AND WORKPLAN FOR 2023/24.**
- **NOTE THE PROGRESS MADE WITH THE GOVERNANCE ACTION PLAN.**

54.23 ANY OTHER ITEMS OF URGENT BUSINESS

None.

55.23 DATE OF NEXT MEETINGS:

Corporation – Thursday 9 November 2023.

The meeting closed at 9.25 pm.

These minutes have been approved by the Corporation as a correct record.	
CHAIR: Paul Butler	DATE: 9 th November 2023
	REMOTE CONFIRMATION: OR SIGNED: