

SOUTH THAMES COLLEGES GROUP CORPORATION
Minutes of Corporation Meeting 4 July 2023 @ 6.00pm at Kingston College

(All resolutions passed were the unanimous decision of the Governors present unless otherwise stated)

Meeting Title	Corporation	
Date	4 July 2023	
Members present	Mr R Foulston – Chair Dr J. Brumwell (JB) Mr D Cheema (DC) Cllr B. Fraser (BF) Cllr S. Gordon (SG) Ms H. Harper (HH) Mr J. Marshall (JM)	Mr P. Mayhew-Smith - Group Principal / CEO (PM-S) Ms W Miles(WM) Mr K. Mohamed(KM) Ms M. Pottinger (MP) Mr M. J. Stone (JS) Ms C. Streliaev-Pivetta(CS-P) Mr G Willett(GW)
In Attendance	Mr R. Greenaway (RG) Ms J. Percival Mr T. Plarre Mrs H. Meredith (HM)	- Deputy CEO (RG) - Interim Principal, Merton and Carshalton Colleges (JP) - Student Governor Elect - Head of Governance(HM)
Key Meeting Outcomes		
1.	WELCOME, APOLOGIES AND DECLARATION OF INTEREST	
1.1	Apologies were received from Mr Azah, Ms Driver, Ms Francis, Ms Garwood, Cllr Holt, Prof Laville, Mr Shipman and Mr Monger-Godfrey. Cllr Akinola was absent from the meeting.	
1.2	DECLARATION OF INTEREST Interests previously declared by Governors were noted. Governors confirmed that they did not have any other new pecuniary or other interest in any item on the agenda other than interests which have previously been declared.	
2.	MINUTES OF CORPORATION MEETINGS OF 25 MAY 2023 AND MATTERS ARISING	
2.1.1	Accuracy. The minutes were accepted as an accurate record and were signed by the Chair.	
2.1.2	<u>Matters arising</u> The following updates were noted from the action log:	
	JOS offered to share a link on one note two series of case studies with examples from curriculum areas.	JOS To be actioned
	Corporation to review a final version of the Accountability Statement on 4 July 2023.	PM-S / HM See agenda item 2.2
	JOS to produce a report next term on the process behind gathering employer feedback and how that informs curriculum development.	JOS / QLS Committee JOS confirmed plans to go back to employers for responses from a larger sample. JS reminded JOS that governors want more than a survey – a paper on • How info is gathered from employers • How that is collated and • How that turns into curriculum plans ACTION JOS to give a presentation on that
	Sector area meetings used to take place for the sharing of best practice and these need to be resumed.	JOS / JP ALT to look at that next year
	Strategic objectives for 23-24 to go to Corporation in July	PM-S See agenda item 2.4
2.2	ACCOUNTABILITY STATEMENT– FOR FURTHER DISCUSSION	
	PM-S confirmed that there has been no change since the draft was submitted at the end of May 2023. PM-S agreed to contact the DfE to see if there are any comments from DfE on this before the submission of final version by the end of July 2023.	

<p>2.3</p> <p>2.3.1</p> <p>2.3.2</p> <p>2.3.3</p> <p>2.3.4</p>	<p>LSIF BID</p> <p>PM-S reported that that DfE has approved the STCG Expression of Interest so that the Group, as lead partner, can write the bid for £2.5m for submission by 15 September. The outcome will be known by the end of October. There is then 2 years to deliver the project (before end of academic year 2024-25.)</p> <p>Work in preparation for the bid will include carrying out competitor analysis and developing a focus on 2 or 3 main sector areas. As lead partner STCG held a meeting with other colleges and providers to agree this approach and is holding a further meeting on 5 July to discuss the areas the bid partners want to focus on. Partners have to submit bids to STCG by mid -August.</p> <p>MP asked about the level of demand from learners for these courses? PM-S explained that the plan is that by developing these facilities it will stoke up demand from learners. JS asked about the purpose of the London LSIP and suggested that as The South London Partnership draft LSIP refers to using the priorities of the London LSIP, then we could include bids for creative industries.</p> <p>It was resolved to note this update.</p>
<p>2.4</p>	<p>STRATEGIC OBJECTIVES 2023-24 – FOR APPROVAL</p> <p>PM-S presented a list of 7 draft strategic objectives for 2023/24 set out below:</p> <p><u>Strategic objectives 2023/24 DRAFT</u></p> <ol style="list-style-type: none"> 1. Raise standards of education across the Group, focusing on our weakest provision for rapid and sustained improvement 2. Improve student engagement and attainment, raising attendance rates, improving learning and strengthening our pastoral practice with a new set of strategies and resources across the Group 3. Grow our provision, recruiting more students and developing new responsive programmes with employers 4. Deliver a successful response to the Local Skills Improvement Plan, co-ordinating efforts across South London and improving access to employment for disadvantaged groups 5. Focus on our priorities for equality and diversity, working to improve our gender pay gap and staff ethnicity profile in particular 6. Implement a new approach to curriculum and estates planning based on local skills needs, student enrolment patterns and emerging sectors 7. Make progress on our developmental priorities, strengthening partnerships, making our Colleges more sustainable and implementing new digital solutions <p>DC suggested using language to include more focus on students. At the request of governors, PM-S agreed to re-look at the wording to make this more aspirational including reference to excellence or similar (not outstanding) . <i>SG joined the meeting at 6.25pm</i></p> <p>MS asked whether the KPI dashboard will be refreshed to capture this. RG offered to bring some work already done on the KPIs to the next meeting.</p> <p>It was resolved to approve the Strategic Objectives subject to these being revised to be more aspirational.</p>
<p>3.</p> <p>3.1</p>	<p>STRATEGIC OBJECTIVE– ENHANCE THE QUALITY OF EDUCATION</p> <p>GOVERNANCE KPI DASHBOARD</p> <p>RG presented the Governance KPI dashboard. Points highlighted:</p> <ul style="list-style-type: none"> • Financial health has moved to green. • Stakeholders opinions- an assessment around that indicator should be available in the Autumn. • RG had undertaken some work which linked strategic objectives to both risk areas allocated to the committees and the KPIs and would feed this work into future reports. <p>RF thanked RG for his work on this .</p> <p>It was resolved to note the dashboard.</p>

<p>3.2</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p> <p>3.2.4</p>	<p>REPORT FROM QUALITY, LEARNING & STANDARDS COMMITTEE</p> <p>GW moved the adoption of the minutes of the Quality, Learning and Standards Committee meetings of 9 May and 13 June 2023. BF joined the meeting at 18.35pm</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record.</p> <p>GW commended HM for how well she supports committees and in particular commended the Executive summaries of the 2 meetings as excellent summaries. The key items discussed at the meetings included:</p> <p>ATTENDANCE Attendance remained too low and a key focus but improved in the 6 weeks to 9 May due to a significant number of initiatives to address this. There remained a serious issue with low attendance in English and Maths . A Day 42 Strategy has been developed for 2023-24 to improve attendance from Day 1 for new students. There was Good attendance at recent GCSE Maths (93%) and English(90%) exams. Attendance at Carshalton (77.8%) rag-rated red – due to issues in construction and beauty departments.</p> <p>Governors discussed anxiety issues following the pandemic making it very difficult for many students to attend exams in exam halls and more generally the national drop in attendance rates, added to where parents are now working from home. HH suggested that if attendance remains an issue a blended learning offer may suit more students – particularly for students with caring responsibilities and jobs. MS asked whether the College Safeguarding policy needs to be reviewed in relation to spotting safeguarding issues for students when they are not attending college. PM-S suggested that the SWE Committee could test that more next term to see if policies are suited adequately to these challenges.</p> <p>RETENTION In year Retention remains high at 93.8% -higher than the previous two years and almost back to pre COVID.</p> <p>REVIEW OF ACHIEVEMENT RATES 2021/22 AGAINST NATIONAL ACHIEVEMENT RATE TABLES (NARTS) The GFE headline National Achievement Rate averages shown below show that NA:</p> <ul style="list-style-type: none"> • declined by 3% for 16-18 and all learners –STCG 16-18 was 2.1% below the NA • improved by 1.2% for adult learners – STCG Adult was 0.7% below the NA • Overall the combined STCG AR was 0.7% below the overall NA <p>The reason why Carshalton is underperforming relative both to NA and the other colleges within the Group was attributed to significant under-performance in Construction which is an NTI area this year.</p> <p>FORECAST ACHIEVEMENT RATES 2022/23 The forecast Group overall Achievement rate figure is 86.8%.</p> <p>MID YEAR POSITION STATEMENT Two areas had been downgraded to Grade 3 Requires Improvement</p> <ul style="list-style-type: none"> • Apprenticeships and • Behaviour and Attitudes, due to low attendance. <p>DEVELOPMENT OF T LEVEL OFFER – update</p> <p>It was resolved to adopt the minutes</p>
<p>3.3</p> <p>3.3.1</p> <p>3.3.2</p> <p>3.3.3</p>	<p>HE COMMITTEE</p> <p>GW moved the adoption of the minutes of the HE Committee meeting of 12 June 2023.</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record. The key item discussed was the decline in HE student numbers which the committee felt wasn't for the want of trying- the college has been taking all the steps that it can do but the numbers are still in decline. There is an existential question about whether the effort going into that provision is worth the outcome. PM-S agreed that the Group needs to undertake a review of HE.</p> <p>It was resolved to adopt the minutes.</p>

3.4	<p>COLLEGE DEVELOPMENTS REPORTS</p> <p>The College Principals provided written updates from each of their Colleges providing Governors with information about the work of the colleges and student successes and achievements. Governors who had end of term events and exhibitions commended these and the high quality of the student work at these.</p> <p>JOS and JP reported that the recent graduations were a great celebration of success. JOS reported that there has been a real culture change. PM-S paid tribute to the ongoing work by JOS and JP and their teams.</p> <p>It was resolved to note these update reports.</p>
4.	<p>Strategic Objectives-STRENGTHEN OUR FINANCIAL RESILIENCE and PROGRESS OUR WORK ON A NEW PAY AND GRADING SYSTEM</p>
4.1, 4.2 4.1.1 4.1.2	<p>FINANCE, PLANNING & RESOURCES COMMITTEE MINUTES (25 APRIL AND 20 JUNE)</p> <p>JM moved the adoption of the minutes of the Finance, Planning and Resources Committee meetings of 25 April and 20 June 2023.</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record.</p> <p>Key items reviewed/ approved at the meeting were as follows:</p> <ul style="list-style-type: none"> • Management accounts for the group for April and May 2023 (copied with the papers for this meeting); • ESFA Financial Health Grade- Outstanding for 2021-22; • Confidential Items see separate Confidential Minutes. • Budget and Financial Plan • Partnership (sub-contracting) provision • HR Report • Estates Strategy progress update and the decision to re-convene the Estates Sub-Committee. • Board Assurance report <p>4.2 It was resolved to adopt both sets of minutes.</p>
4.3 4.4	<p>APRIL AND MAY 2023 MANAGEMENT ACCOUNTS</p> <p>The Corporation received the April and May 2023 Management accounts which were discussed with the report from the Finance Planning and Resources Committee. JM reported on the EBITDA position and cash at bank.</p> <p>It was resolved to note the Management Accounts for May 2023</p>
4.5 4.5.1 4.5.2 4.5.3	<p>2023-24 REVENUE AND CAPITAL BUDGETS</p> <p><u>Budget 2023-24</u></p> <p>4.5.1 JM presented the budget for 2023-24 that had been considered by the Committee, outlining the key assumptions on which this is based including an increase in 16-19-year-old numbers, staff costs, energy costs, contingency and EBITDA. Forecast EBITDA is at the revised level agreed by the Corporation and is about 3% of income down from the normal minimum level of 6% largely due to the increase in energy costs by £2m from 2 years ago. The budgeted Staff Costs include 1% pay increase for Grades 1-6 - and the introduction of the new pay and grading scheme for Grades 7-11. The Corporation noted that the level of pay award will be likely to be a sensitive item over the coming months and PM-S reported that UCU are demanding a 12% pay increase which would cost about £5m. PM-S thought it unlikely that the college would be able to avoid industrial action.</p> <p>4.5.2 The budget continued to offset risk by holding back a level of contingency which has been reducing over recent years. In the budget for 23 / 24 it is reduced further to £550k compared to £1170k in 2022-23. . JM confirmed that this had been discussed by the Committee which agreed that given the considerably more cautious approach to forecasting growth in income for 23/24, reduced levels of contingency should be sufficient.</p> <p>4.5.3 The Budget would deliver at the top end of Good financial health assessment and cash is forecast</p>

to remain strong. But cash levels could become challenging if the Group does not receive any receipts from property disposals or capital grants in future years but continued with current levels of capital expenditure .

4.5.4 It was **resolved** to approve the Financial Policy set out in the Budget report, which requires a minimum year-end cash balance of no less than £7.5m with a monthly average cash balance of no less than £5M.

4.5.5 It was **resolved** to approve the revenue and capital budgets for 2023-2024 for South Thames Colleges Group.

4.5.6 It was **resolved** that the Accounting Officer (PM-S), in completing the CFFR return will confirm that the forecast for 2023-24 is the budget for the year approved by the Corporation and that assumptions made for the following year (2024-25) are consistent with Strategies agreed by the Corporation.

4.6 **STAFF PAY AND GRADING**

4.6.1 PM-S reported on a further meeting earlier in the day with the unions. UCU had accepted the Pay and Grading system for pay grades 1 -6 and the general contractual conditions for all staff. Pay arrangements for Grades 7-11 were at the final stage of consultation. UCU are planning to ballot their members but are minded to recommend approval. The hope is that this will result in a collective agreement with the unions over a modernised and much more simple and clear set of pay scales. About 50 staff think they were wrongly evaluated and are on the wrong pay scale.

4.6.2 JB congratulated the college on the huge piece of work developing the new pay and grading system and for reaching agreement with the unions.

4.6.3 It was **resolved** to note this update.

4.7.1 **INSTITUTIONAL REVIEW UPDATE**

Reports on the Institutional Review and feedback from this were presented by PM-S who explained that the process put about 40 colleagues at risk of redundancy. About 12 posts will reduce but the college is close to redeploying almost everyone who was at risk with possibly 1 or 2 compulsory redundancies. The Group received some very big petitions about some of the proposed role cuts. JOS reported that the process was particularly hard in areas where the Group needs to grow and still needed to make cuts. JP reported how difficult the process was where the college wanted to do things for benefit of the students and had to make cuts.

It was **resolved** to note the report.

4.8 **SUBCONTRACTING STRATEGY**

It was **resolved** to approve the revised Sub-Contracting Strategy for 2022-23 which included confirmation of the appointment of the partners listed below to the Group's sub-contracting framework .

Sub-contracting allocations for 2023-24 will be made to partners from the approved list below, and to St George's Hospital, subject to the successful outcome of the annual mini-tender process.

Name of organisation	Co Reg. No.
Aspire Sporting Academy Ltd	7265113
Constructive Futures Training Limited	8220004
Free to Learn Ltd	7347571
Groundwork London	4212532
Learning Curve Group Limited	5233487
Learning & Skills Solutions Limited	5897006
London Learning Consortium CIC	6322097
Prevista Ltd	3148833

	The Construction Skills People Ltd	6616608
	The Skills Network Limited	6445363
	Workers' Educational Association	2806910
	St Georges Trust NHS	3481144
4.9	SUPPLY CHAIN POLICY 2023-24 It was resolved that the final version of the Supply Chain Policy 2023-24 will be circulated for electronic approval and following that the Chair of the Corporation was authorised to sign the policy for publication on the College websites.	
4.10	TREASURY MANAGEMENT POLICY It was resolved to approve the Treasury Management Policy .	
4.11	ESFA FINANCIAL HEALTH DASHBOARD Governors reviewed the ESFA Financial Health Dashboard which confirmed that, following their review of STCG's Financial Plan the Group's Financial Health Grade for 2022-23 was Good. It was resolved to note financial health assessment and financial benchmarking data.	
	ESTATES SUB-COMMITTEE MINUTES See Confidential Minutes	
5.1	AUDIT COMMITTEE MINUTES 22 JUNE 2023	
5.1	JS moved the adoption of the minutes of the Audit Committee of 22 June 2023. <u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record. JS referred to key items reviewed including: <ul style="list-style-type: none"> • Internal Audit Reviews on Learner Number Systems , Key Financial Controls(KFC) , HR Controls, Exams, High Needs Follow up - Two of these (exams and key financial controls) received no recommendations. Taken together the Committee confirmed their confidence in the college's internal systems • the Internal Audit Strategy for 2022-23; the Committee suggested looking at mental health and Wellbeing and Artificial Intelligence next year • Financial Statement & Regularity Audit Approach Plan (External Audit Strategy for 2023-24) • The Revised Audit Code of Practice (ACOP) and updated requirements • updated Financial Regulations • Updated Board Assurance and Risk Management Policy. • the updated Risk Register and reports from committees under Board Assurance Framework • the Fraud Register – updates on action being taken following incidents reported at last meeting • Whistleblowing update- no new reports It was resolved to approve the following: <ul style="list-style-type: none"> • The Group' s updated Board Assurance and Risk Management Policy • The Risk Register- noting that the Board Assurance Framework and Risk Management Report and Board Assurance Dashboard represents an accurate assessment of the key risk areas and the associated level of risk and assurance • The Internal Audit Plan for 2023-24 • The External Audit Strategy for the year-end accounts 31 July 2023 for the audit of financial statements and reporting on regularity for South Thames Colleges Group and the auditors' revised Engagement Letter • The Group's revised Financial Regulations 	
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5.7	It was resolved to adopt the minutes.	

6.	STRATEGIC OBJECTIVE-PROGRESS OUR CLIMATE CHANGE RESPONSE
6.1	<p>ENVIRONMENTAL & SUSTAINABILITY POLICY ACTION PLAN</p> <p>JM reported on the monitoring of the Action Plan by the F, P and R Committee and that the College noting that the college has self-assessed that it has reached Emerging Status under the AOC's FE Climate Action Road Map. MS asked whether the college has any benchmarking from other colleges about whether it is realistic to achieve Leading Status within 3 years. RG agreed that this is challenging but the College is trying to be ambitious to move that forward.</p> <p>It was resolved to note the updated action plan.</p>
7.	STRATEGIC AMBITION WELLBEING & SAFEGUARDING
7.1	<p>SAFEGUARDING, WELLBEING & EQUALITIES COMMITTEE</p> <p>SG moved the adoption of the minutes of the Safeguarding ,Wellbeing and Equalities Committee meeting of 6 June 2023.</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record. The meeting reviewed Safeguarding and Wellbeing issues including:</p> <ul style="list-style-type: none"> • Lead Governor Safeguarding Report • Health and Safety Reports and minutes of H & S Committee • Reviewed Health and Safety Policy • Gender pay gap has gone backwards • Prevent Action plan progress updates • Mental Health Action plan progress updates • Wellbeing Strategy progress update • Staff absence data • Board assurance- review of risks allocated to the committee <p>SG commended JB as having done a fantastic job as lead Safeguarding Governor</p>
7.2	<p>It was resolved to approve the Health and Safety Policy</p> <p>It was resolved to adopt the minutes.</p>
8.	Strategic Objective - DELIVER A COMPREHENSIVE APPROACH TO EQUALITY AND INCLUSION
8.1	<p>SG reported on the Equalities points from the Safeguarding ,Wellbeing and Equalities Committee meeting of 6 June 2023.</p> <p>The meeting reviewed the Equality, Diversity and Inclusion Strategy Action Plan 2020/22 noting the 6 key targets set by the Group to achieve by 2024:</p> <ol style="list-style-type: none"> 1. Reduce Gender Pay Gap down to 3% gap 2. Reduce Ethnicity Pay Gap down to 3% gap 3. Staff population to be 30% Ethnically diverse including management tiers 1-4 4. Black student achievement to be within 2% of each Colleges rate and across the Group 5. HNS student achievement for 19+ Vocational and E&M High Grades to be to within 4% of each College rate and across the Group 6. Improve disclosure rates on sexuality and religion amongst staff and students by a minimum of 10% <p>SG reported that some of these actions are moving in the wrong direction.</p> <ul style="list-style-type: none"> • The Gender pay gap had gone backwards: Median now 11.1% against target gap of 3% • BAME management profile has gone backwards from 25% to 20.3% against target of 30%. An Equality, Diversity and Inclusion Recruitment and Retention Strategy has been written to try to address this - currently under consultation with staff. • There was no improvement on disclosure rates on sexuality& religion amongst staff and students and the disclosure rates by students decreased against a target to improve both by at least 10% <p>It was resolved to note this update.</p>

9.	GOVERNANCE
9.1	<p>SEARCH AND GOVERNANCE COMMITTEE MINUTES 23 MAY 2023</p> <p>SG moved the adoption of the minutes of the Search and Governance Committee meeting of 23 May 2023. <u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record.</p> <p>It was resolved to adopt the minutes.</p>
9.2	<p>ANNUAL BUSINESS CYCLE – for approval</p> <p>It was resolved to approve the updated Annual Cycle of Corporation Business</p>
9.3	<p>GOVERNOR VACANCIES – TO NOTE</p> <p>The Corporation noted there will be the following governor vacancies from 1 August 2023:</p> <ul style="list-style-type: none"> • Vacancies for 2 Student Governors Elect and for 1 student governor and • Two skills-based governors. <p>When filling the skills-based vacancies the following factors will be taken into consideration:</p> <ol style="list-style-type: none"> 1. the findings from the Skills Audit about the need to increase the diversity of the board 2. the gaps from the list of skills that a Corporation should include 3. That one of the vacancies should be for a governor linked to / nominated by LB Merton 4. Skills needed to fill committee and link governor vacancies: <ul style="list-style-type: none"> • vacancies on the F, P and R Committee; • business management experience • environmental / sustainability experience <p>It was resolved to note these vacancies and the action being taken to fill these.</p>
9.4	<p>ELECTION OF CORPORATION CHAIR AND VICE-CHAIRS</p> <p>9.4.1 The Corporation Chair and two Vice-Chairs are elected for a two-year term of office. The current postholders' term of office comes to an end on 31st July 2023. These positions were therefore available for election with effect from 1st August 2023.</p> <p>9.4.2 In accordance with the Standing Orders, elections were arranged to take place electronically in advance of the main Corporation Meeting this term . Completed nomination forms were received for Rob Foulston for Chair and Katie Driver and John Stone for the two Vice Chair positions.</p> <p>9.4.3 There was therefore no need to proceed with a ballot and it was resolved to note that Rob Foulston was re-elected as Chair for the period from 1 August 2023 to 31 July 2025 and Katie Driver and John Stone were elected as co vice-Chairs for the same period.</p>
9.5	<p>COMMITTEE AND LINK GOVERNOR ROLES 2023/24 – FOR APPROVAL</p> <p>It was resolved to approve the following recommendations from the Search and Governance Committee :</p> <ul style="list-style-type: none"> • Tim Monger -Godfrey to be appointed as a co-opted member of the Estates Sub-Committee from 1 August 2023 • John Stone to Chair the QLS Committee • Harriet Harper to Chair the HE Committee • Lisa Lopez (now Austin) to Chair the Remuneration Committee with some mentoring to continue from Janis Brumwell • That the next round of governor recruitment will focus on recruiting two governors to join the Finance, Planning and Resources Committee.

9.6 SCHEDULE OF GOVERNING BODY MEETINGS FOR 2023-24

Governors noted the calendar of meetings for 2023-24

It was **resolved** to approve the schedule of meeting dates.

9.7 GOVERNANCE SELF-ASSESSMENT CHECKLIST

Governors were asked to complete an online Governance Self-Assessment Checklist for preparation of the College SAR by 31 July available at <https://forms.office.com/e/fMrXgRy3CZ>

RF thanked all Governors and Officers for their hard work and particularly thanked a number of governors for whom this was their last meeting before the end of their term of office: Janis Brumwell, Danny Cheema, Brenda Fraser, Tim Monger-Godfrey and Graham Willett. A dinner to mark their leaving and thank them properly will take place on Thursday 7 September.

The Open Business closed at 8.10 pm and was followed by Confidential Business.

Signed Date.....

Action points	Who	Deadline	Signed off
1. JOS offered to share a link on one note two series of case studies with examples from curriculum areas.	JOS	September 2023	
2. JOS to produce a report / presentation next term on the process behind gathering employer feedback and how that informs curriculum development. <ul style="list-style-type: none"> • How info is gathered from employers • How that is collated and • How that turns into curriculum plans 	JOS / QLS Committee	November 2023	
3. Sector area meetings used to take place for the sharing of best practice and these need to be resumed.	JOS / JP	? Christmas 23	
4. PM-S agreed to re-look at the wording of the draft Strategic Objectives to raise the aspirations higher. RG to feed some work already done on linking objectives to the KPIs into the report for the next meeting.	PM-S / RG	November 2023	