

**BOARD MEETING**  
**Thursday 10 June 2021**  
**17:30-19:30 Boardroom and Teams**

**Draft minutes**

<b>Board</b>	<b>Independent Governors:</b> Ian Valvona (Chair of Corporation); Sue Kingman (VC); Andy Chew (VC); Jason Jones (interim CEO and Principal); Vincent Neate; Rosh Sellahewa; Mike Sutcliffe; Jim Marshall; Alex Gallagher; Helen Litvak; Rosemary Scully <b>Staff Governors:</b> Neal Hook; Cait Orton. <b>Student Governors:</b> Hamish Murray; Japneet Kaur
<b>In Attendance</b>	Ian Rule (Interim Finance Director); Alison de Lord (AP HR, OD & Estates); Sheila Fraser-Whyte (Executive Director, Business Development & Innovation); Chris Dearnley (ESFA) (observer); Steve Cochran (HCUC Vice Chair); Guy Wheeler (LocatED) for item 10.2; Sarah Connerty (interim Governance advisor)
<b>Apologies</b>	Alison de Lord; Hamish Murray; Alex Gallagher

<b>Agenda item</b>	<b>Item Description</b>	<b>Action</b>
<b>1</b>	<b>Welcome and apologies</b> The Chair welcomed colleagues and Steve Cochran, Vice Chair from the HCUC Board, who is joining the meeting as an observer. Guy Wheeler from LocatED who is supporting the College around the planning matters will join the call at item 10.2. This is the first meeting for JJ as acting CEO. Apologies were received from Alison de Lord, Hamish Murray and Alex Gallagher. Japneet Kaur did not join the meeting.	
<b>2</b>	<b>Declarations of interest</b> The Chair and JJ registered an interest for item 10.2 and item 14 around the capital project and planning matters. The Chair explained that there is a planning issue which potentially affects the College and the Richmond upon Thames Schools Trust. There is a cross over in personnel between the two institutions with the Chair as a member of the Trust company and JJ as a Trustee of the Trust. Legal advice was requested from Eversheds on conflict of interest for this issue and the ability to participate decision making on how to progress the planning issue. Full details of the advice are available from SC, in summary it was advised to be in the interests of good governance for the Chair and JJ to avoid being involved in decision making about how to address the planning issue at either of the institutions. During this item AC as Vice Chair and Chair of CRPG and SFW as the lead officer for the capital build will lead on discussions. It is proposed that any discussions around planning under item 14 - CRPG report are raised at the end of 10.2. The Chair noted that following discussions with AC further advice on withdrawing will be sought from Eversheds and the issue will also be raised with the ESFA around JJ's role as Accounting Office before completing withdrawing from the issue. Until this has been actioned the Chair and JJ will withdraw from all matters relating to planning and the sports hall.	SC
<b>3</b>	<b>Equality, Diversity and Inclusion update</b> MD reported as follows: The E&D committee met five weeks ago. They recognised the positive impact that actions made against the Equality Action Plan (EAP) has had so far. Teachers and staff have recognised learners are already having more open and honest discussions and debates with tutors, prompted by the tutorial activities delivered.	

Students are completing an audit as part of life skills on E&D and it will be interesting to see students views.

It was commented by some members of the committee through recent tutorial activities, that female students have reported at times feeling unsafe inside and outside the College, regarding the behaviour of male students. This was echoed by other members of the E&D committee. MD has raised the need to review and revise the structure of the Tutorial curriculum to be relevant and relatable to student's needs and include areas such as respect and consent.

The committee recognises the need for a revision of the College student induction period to build student confidence in being open and honest, linking to the College's core values. The committee feels the tutorial programme can be a great opportunity for encouraging debate and discussion, building trust between staff and students.

MD will be working with the Head of Learning Technology, James Mc Crae, to investigate the inclusion of E&D within the new student Moodle. This will enable students to have easier access to support and guidance needed linking to a protect characteristic.

Student services are in the process of populating the College calendar with EDI events across the year. This will be for all staff and students, to be launched at the start of the new academic year.

Beth Pattison (Student Engagement and Equalities Lead) has worked with Richmond School and external agencies in securing all staff training in Unconscious Bias training on Thursday 8<sup>th</sup> July. The training is open for all staff and it will be repeated at the end of the academic year and will become an ongoing session.

Beth Pattison is also currently engaged in conversations with the company The Black Curriculum ([The Black Curriculum](#)) to look at opportunities for delivering arts focused Black history programmes, providing teacher training and campaigning through mobilising students, in order to facilitate social change.

Level 2 Media finalists are now developing their campaigns entitled 'E&D at RuTC'. Entries shortlisted include: <https://1902626.wixsite.com/sunalfernando/copy-of-unit-6-edi-graphics> <https://1902626.wixsite.com/sunalfernando/unit7>

Discussion has taken place with HCUC around merging EDI policies and procedures and it was pleasing to see that a lot of RuTC's work will be taken forward post-merger. MD welcomed questions.

JM reported the update had been very helpful and he enjoyed reading the report. He raised the point about female students feeling unsafe and threatened and whether the recent report from Ofsted is consistent with what is coming up? MD noted that the Ofsted report was about sexual abuse, but some of the writing does correspond but it is not as severe. Some of Ofsted's report does echo with some of the female experiences at the College but it is not about the College environment but the behaviour of some male students, their language and terminology.

RS asked that in terms of the things being doing to improve E&D is there good representation on the committee and a diverse team. MD reported that when the statement for the EDI committee was sent out to staff the invitation was kept open to as many members as possible and across the year there has been representation but not across all protected characterises it is not as representative as he would like. The committee has sought out views of staff who don't want to be part of the committee but part of the process. At HCUC It will become more diverse and the challenge going forward will be ensuring that the views of RuTC are represented as equally.

RS asked if anything is being done for Pride month. MD reported that the logo is done and the College celebrated LGBTQI history month in February and launched an LGBT tool kit with tutorials and resources based around LGBTQI issues. With regards to Pride the College would like to have

	<p>done more but there are other areas that deviated focus, mainly the TAGs.</p> <p>The Chair asked how the female student disclosures are being taken forward and MD noted that it is more about the language and it is about intimidation by some individuals rather than the College environment. Helen Upfield (interim Deputy Principal) and RSc met today to talk about the Ofsted report and there will be a standalone tutorial regularly facilitated by student services around these issues. MD reported that he sees this not as negative but positive, the dialogue is open following media news and the Sarah Everard case which allows the College to put in strategies to support students. The Chair noted that the Board would want to know more about how those strategies are working. He suggested RSc and MD speak to CO about how the issues in the Ofsted space come forward to the Board.</p> <p>MD noted that only two FE colleges are represented in the Ofsted report.</p> <p>JJ reported that there is quite a lot of online traffic around how colleges can support each other with resources which the College can utilise around these issues and RSc's department already have a lot of work taking place. RSc noted that an audit on gender discrimination took place and an outside HR company came in to talk about harassment in the workplace which has opened up discussion for students.</p> <p>[MD departed 17.54]</p>	MD/ RSc/ CO
4	<p><b>The minutes of meeting held of 24 March 2021 were agreed as a true and accurate report.</b></p> <p>The Chair thanked SC for producing the minutes.</p>	
5	<p><b>Actions and matters arising</b></p> <p>It was noted that all actions are completed or in progress as follows:</p> <p>Action 57 and 61 – careers strategy and closing of courses strategy will come to CQS on the 29 June</p> <p>Action 65 – outline budget for 2021-22 to include a 2% pay award for staff – IR to update under the finance item</p> <p>Action 66 – outcome of the GLA audit – IR to report under the finance item (after note: the GLA report and commentary was circulated to the Board following the meeting)</p> <p>Action 67 – letter to HCUC is attached at appendix 5.1</p>	
6	<p><b>Update from the Chair</b></p> <p>The Chair thanked the Exec team and the staff at the College. It has been an extraordinary time. The transition with Elaine and Jason has gone well. The Covid response work was managed very well for students and staff. The merger work streams are working hard and meeting milestones. There are issues on planning which will be considered further in the agenda. The volume, quality and progress of merger is significant. Attention to the student experience and the results students deserve for all their hard work, the focus on the curriculum and at the moment the Teacher Assessed Grades are all well managed by staff. The conclusion of the executive recruitment and of governors who give freely and generously of their time with five agreeing to move over to HCUC. That is an extraordinary impressive set of achievements in a short period of time and it is by no means exhaustive. There are still some challenges ahead, but it has been a real period of achievement and activity and he passed on his thanks to the Exec team and staff.</p>	
7	<p><b>Mental health and wellbeing and student voice update.</b></p> <p>The Board noted that the next safeguarding report will come to the CQS on the 29 June and the Board on the 14 July.</p> <p>RSc updated the Committee as follows:</p> <p>Mental Health has been a key area for development even prior to the Covid pandemic. The NHS South West London Mental Health trailblazer is now fully staffed and is working on increasing the promotion of this within the colleges.</p> <p><b>Lead Counsellor</b> - The Exec approved a regrading of the College Counsellor role to a Lead Counsellor because it lays out the College's intent to put mental health at the heart of the College. Since the change in April there has been an uptake in volunteers and now the College has a close working relationship with Roehampton University in linking up with volunteers from appropriate backgrounds. There are three volunteers from Roehampton Counselling department and a programme of rolling volunteers is being lined up. The role was developed to support students and staff alike.</p>	

**Trailblazer update** – the project is now fully staffed and RuTC has 2 Education Wellbeing Practitioners and 1 Mental Health Practitioner. It has been well received with some uptake on tutorial and class interventions along with 1:1 sessions. There are discussions as a cluster on how to improve uptake and promotion of the service. The aim is to replicate a tiered system for mental health and wellbeing as used by NHS providers, as well as the use of one form for all mental health and wellbeing referrals internally. This is supported by the Lead Counsellor who will triage all referrals for counselling and mental health/wellbeing support. The Trailblaze project will also be able to deliver staff CPD training. This will support staff with having conversations that they may have previously avoided, whilst knowing the referral pathways are there should there be a disclosure.

The College is quite well resourced for mental health at the moment.

**The Student Mental Health and wellbeing strategy** is being developed in line with the staff wellbeing strategy, and this should span across all areas of Student Services, and the College. The new CDI (Career Development Institute) framework explicitly looks at wellbeing as a learning area. The Careers Strategy is being developed and looks at embedding mental health, this is also supported by the Attendance Improvement Plan. Mental Health is at the heart of Student Services and is filtering out into the rest of the student's journey.

There is an action plan in place which has some areas to develop and a lot of good practice

**The Careers Strategy, Attendance Improvement Plan** are being developed to incorporate mental health. In line with other colleges, VN has kindly agreed to take on the role of Mental Health and Wellbeing Governor alongside Safeguarding.

The role of **Attendance, Engagement and Outreach Lead** has meant that there is an increased support for students with mental health issues. There have been a number of home visits which has enabled discussions that were not able to happen at college and has also included parents in the support.

**The Mental Health audit** has been reviewed and is used to support the development of services. Work is being developed around **transition** so that staff are able to identify vulnerable students from an early point in the year, or before they start. The Safeguarding Team Leader is leading the internal project and working with an external project with schools and other colleges.

VN reported that he attended a meeting a couple of weeks ago and is very impressed with the team and the amount of work they are doing.

#### **Learner voice**

RSc reported that she has been working with Kingston College because they had similar issues on student learner voice engagement, and they changed to a student council. The details are laid out in the paper. It is effectively the same process as the Union but on a smaller scale, elections will be at a class curriculum level as the students at RuTC fed back that they didn't want to do the Hustings process. The new process would fall within the NUS guidelines.

The paper includes a proposal of what the student counsellors will undertake. There will be students leading on Community Safety, Wellbeing/Mental Health, BME/Equality & Diversity, Sustainability, LGBTQI and Disability/Accessibility.

The audits this week and the meetings with HCUC showed that the students are willing to engage with issues affecting them in a student forum environment.

RS noted that in terms of the elections these will take place within different tutor groups and asked if the College are confident in getting a diverse set of students. RSc explained that the team are trying to manage that, there will be support in place for students and there will be training in place for them. The autism audit today for example suited that cohort as it was a small group. RSc agreed to feedback once the process has been rolled out to demonstrate how diverse the cohort of the Council is. The Board asked if there will be a reflection and sense check and RSc explained that this is something the team are looking to do and reporting more across the board. They are working with charities to give support around more representative role models for students.

RSc voiced her concern to see the lack of interest in standing for election. RSc noted that there has

RSc

	<p>been a real struggle with student engagement this year. Kingston College report the same level of engagement. RSc noted it is such a shame as the union and hustings gives young people a first step into politics and there are the views that democracy is under threat. She asked if it is related to Covid or a wider issue. JJ noted that is a fair assumption that it is around Covid and the reflections from the Student President and Vice President have been that it has been really hard to get engagement from students this year.</p> <p>The Chair asked what the best way is to get learner voice to the Board as it is something he would like to be more successful and focused on and is looking forward to working with HCUC to get this into Board conversations. Suggestions have been bitesize videos from students about issues that are important to them and he welcomed RSc and her team's views. RSc noted that the role of the student rep is to take their classes voice up to the curriculum level so with support that is the intent. The Student Council model will be led by Student Services so it can support the students through the processes. It may be that students need a bit more support and training for the roles. The Chair noted that it is for the Board to work with RSc and the team to make that Board engagement effective and meaningful alongside HCUC's experience and practice.</p> <p>[RS departed 18.14]</p>	RSc
8	<p><b>Quality Improvement Plan</b></p> <p>JJ reported that the papers contain a brief cover paper and the full QIP that was updated at the end of May. A few highlights were presented, and JJ noted that he was very pleased with progress against the QIP and a lot of improvements have been made.</p> <p>In terms of some of the greens, the costed curriculum plan has been done and focused on local market intelligence, employer patterns and learner destination plugging in a curriculum that gives students what they need in terms of progression plans.</p> <p>Employer engagement has gone well with a relationship fostered with the Chamber of Commerce. This feeds into the White Paper. Meaningful work experience opportunities have been very challenging through Covid but the College has used creative ways and virtual opportunities to provide students with good experiences.</p> <p>The Equality Action Plan and cycle is working well and this is being reviewed alongside HCUC.</p> <p>Integration of blended and digital learning has worked really well. Prior to lockdown staff were working well on the Classroom of the Future programme and this was improved on during lockdown. The aim now is to maintain that momentum.</p> <p>For the amber areas many are because the College is reviewing things because of Covid and because of the merger with the aim to take the best of both in terms of curriculum and quality forward. Work is ongoing with HCUC and individually.</p> <p>A joint student workshop took place today and was well attended with seven students from each college. Students discussed their priorities, aspirations and challenges faced and gave really good input. All students were focused on tutorials, the things that are going to support them and things staff might not be in tune with. There are adult learners to cater for as well.</p> <p>Made in Richmond plans are being developed for next year.</p> <p>Attendance remains a red area. A deep dive took place at the last CQS and was reported to the March Board. Attendance has gone up incrementally and a good attendance appointment has been made and the impact of this can be seen already. For two hours each afternoon reception staff ring around to chase up on students. Attendance is still not where it needs to be in terms of the target but it is moving and there are strategies for improving further which JJ noted he was happy to talk governors through.</p> <p>The Chair noted that he liked the format of the QIP and was finding it a good way of tracking.</p> <p>MS reported that improvements in curriculum and quality has been made and the trend is upwards. There are still some thorny areas, but the direction of travel is really pleasing. There is only one red on the QIP which is positive. MS passed on his thanks to JJ and his team on behalf the CQS for all the work and noted that the Committee will continue to track the issues and the Board will keep an eye on that monitoring.</p> <p>JM asked about JJ's comment about thorny areas for attendance and if this is related to specific areas. JJ noted that it is curriculum areas that have historically been problematic and spiky in terms of improvement – English and Maths and Business. These have improved over the last three weeks, but from a low base. JM asked if it is a staff or student issue and JJ noted that it is a</p>	

	<p>mixture and there are a couple of HR issues. There are some issues in Level 3 in particular with marginal qualifiers and JJ is looking at the procedures around enrolment time and the importance of entry requirements.</p> <p>RSc reported that she is volunteering in queue management at the local GP vaccination centre and has been surprised at the lack of confidence and resilience in young people coming forward. RSc asked how the College can help build resilience and independence in young people. JJ noted that this is absolutely right. This week the College is putting in place meaningful courses for students leaving at the end of this year. It is Employability and Life skills week and RSc and her team have worked hard to put in place a package. This has been positively received by students and it has been agreed to put sessions in place at the start and through the year going forward. In ideal terms every week should be an Employability and Life skills week.</p> <p>VN reported that RSc had highlighted something important as he has found that young people do find that the idea that you just push through challenges much harder and he would really support the College trying to address this in a certain way.</p>	JJ
9	<p><b>Applications and enrolment</b></p> <p>SFW reported on data from the 15 May. A monthly report gets sent around to the Heads of School. There are over 1000 applications compared to last year with 700 more A level students. Applications are looking very healthy. The College has already started looking at enrolment and will be trialling online enrolment next week with roll out to Heads of School on the 21 June to enrol students progressing with the aim of all of this cohort enrolled before the summer recess. GCSE results is a week earlier this year and open enrolments will commence from the 18 August. The Chair passed on his thanks to the team for all the work it is doing and asked why the College thinks there is such a positive trend for enrolment. SFW felt it is a combination of things, it is the word on the street, last year's enrolment was very positive with good customer service, and very reactive, retention has been good and there is a shiny building. Results for A levels are the biggest draw with good teaching and learning and the opportunity for students to get their grades for university. JJ agreed, results have improved and the College historically was seen locally as a vocational college and not the choice for A Levels and that has changed over the last couple of years with 30% of all students being local.</p> <p>AC asked what is the latest with the school and their desire to offer A Levels. JJ reported that is no longer on the table. The MoU signed with the school has one part focused on the relationship with the school to develop their teachers in post 16 and vice versa. The College are keen to foster the school as a pipeline and they are keen to use the College for destinations.</p> <p>The Chair thanked SFW for the update and noted that Board will keep on returning to how and why enrolment is increasing as it is something you want to bottle. SFW noted that the social media and numbers on the website has increased and numbers of followers has significantly increased. This is around the number of positive stories and case studies the Marketing Department post. JJ added that the quality of what goes out on social media from the Marketing team is way above what many colleges produce and it hits the mark. It is also the achievement and quality of the provision.</p>	
10	<p><b>1. Update from the Principal</b></p> <p>JJ passed on his thanks to EM who had jointly drafted the report.</p> <p>Key points from the report included:</p> <p>In May, the <b>Skills and Post-16 Education Bill</b> was launched. This Bill is a central component of the Government's ambitions and is a recognition of the central role that colleges will need to play in economic recovery. There are quite a broad range of points to be focusing on.</p> <p><b>Key strategic priorities and KPIs</b> continue to be regularly monitored through the action plan which was updated and agreed by the College Leadership Team (CLT) at the end of April 2021. Key headlines are:</p> <ul style="list-style-type: none"> <li>• <b>Outturn Forecast for student attendance, retention and achievement</b> continues to be an improvement on 19/20 but the impact of the pandemic is difficult to assess. Attendance continues to be a challenge with April/May attendance hovering around the 80% mark against a year-end target of 84%. The effectiveness of attendance improvement actions will be reviewed. Predicted achievement rates will come to CQS on the 29 June</li> <li>• <b>Student Satisfaction</b> results in the latest survey used '<i>I would recommend RuTC</i>' as a proxy</li> </ul>	

and 72% of students agreed mid-year (2019/20) and this improved to 87% mid-year (2020/21). The year-end results are pending and will be reported at the next Board meeting. These are improving results and the College is looking at ways to harness this data. Conversations are taking place with HCUC who use an inhouse approach benchmarked against FE Choices

- **Staff sickness absence results** have significantly reduced this year from 6.7 days (2019/20) compared with 3.2 days (April 2020/21). The pandemic and staff working from home will have impacted on results
- **Staff satisfaction** results in the latest survey used '*I have been supported by my line manager*' as a proxy and this shows 79% agreed in (2019/20) which increased to 95% (April 2020/21). Overall staff satisfaction needs to be reviewed again at the year end
- **Destination Data** indicates a significant increase in the proportion of the 2019-20 cohort progressing to Further Education courses, either at RuTC or elsewhere. This can't be broken down between RuTC and outside providers with the current company being used and it will be important to scope this out in a different way. The proportion of the cohort progressing to paid/self-employment (more than 16 hours per week) increased slightly. By contrast, the proportion of learners progressing to Higher Education fell, while the proportion of leavers progressing to apprenticeships also declined. Both of these declines may be attributable in part to the COVID-19 pandemic
- **Employer Satisfaction data** will be produced for the next report
- **Financial performance is overall positive** with total income in line with forecast recognising the benefits from increased ESFA funding. Average contribution to overheads is in line with phased budget
- **The AEB and Apprenticeship delivery** has been challenging during the pandemic and lockdowns. The removal of additional conditions of funding for apprenticeships that were imposed in October is very welcome and he passed on his thanks to SFW and the curriculum teams for working hard to meet the requirements of the notice. At this point the AEB outturn is below the 90% threshold, partly due to receiving additional funding in year and partly due to Covid. A lot of actions have been put in place to try and address the shortfall

**Improvement of the student experience** - RSc has talked about the different ways to improve the student experience by setting up a Student Council.

There is a key focus on supporting students through the TAG process as it is very stressful for students. A lot of support is needed from staff, whilst also supporting those progressing and the IAG they need.

Since Easter, a series of **bids** have become available from several different funding authorities. The college has tendered collaboratively for the following bids:

- GLA/ESFA Higher Level Skills tender
- The College Collaboration Fund – DFE
- The DFE - The Skills Accelerator Programme – Expression of Interest Strategic Development Fund- South London

**Culture and Staff and Student Well-being** – developing an agile, creative, and empowering culture is a key college priority for 2020/21. Ensuring staff and student well-being and retaining and developing staff has been at the forefront of all operations and plans this year.

May has been **mental health month** and a range of events, resources and support has been offered to staff.

**COVID-19** - Government advice on the pandemic has been quickly responded to and staff and students regularly communicated with. Due the new variant with 15% of College students from the Hounslow area it is now mandatory to wear masks in all classrooms, communal and all other areas where 2-meter social distancing cannot be maintained. This will be reviewed when the next stage

	<p>of the roadmap is rolled out. The College is also being very proactive in giving staff and students lateral flow tests.</p> <p>The College had a case of one student having a positive COVID test after being on-site within 5 of the previous days. As a precautionary measure a Teacher Assessed Grade assessment was cancelled in the Sports Hall on the morning of 21st May, and students sent home as the student had been in proximity to this wider group of students in the previous few days.</p> <p><b>Estates</b> - The annual budget for next year includes a capital budget for a set of works for the new Building, to support the snagging and issues that have arisen. Arrangements for catering have been agreed for the newly merged college and Information has been sent to Tenet for the catering provision and contract post-merger. The Group Director of Corporate Services for the new merged college is touring the college on the 7 June and will discuss all corporate services matters going forward.</p> <p><b>Financial Performance/Capital Build Programme – Key points</b> The ESFA has confirmed RuTC’s financial health as Inadequate for 2019/20 (the outturn year) and Requires Improvement for 2020/21 (the current budget year). The College continues its financial recovery towards ‘Good’ for 2021/22 and the ESFA’s financial dashboard illustrates the significantly improved overall position that has been regularly reported and overseen by the leadership team and governors. A thorough budget process has been implemented taking account of budget holder plans and projections and market demand. The high-level budget presented to the Board in March predicted a Good financial health rating for 2021/22 and this is in line with the detailed budget plans. Full budget approval will come via the Finance and Resources Committee and be presented to the Board in July. An Integrated budget for RuTC and HCUC has been drafted and considered by the merger Joint Steering Group. HCUC will present the merged budget 2021/22.</p> <p>The biggest risk remains management of the <b>planning situation</b> for the sports hall and development of STEM Phase 2 requiring the closure of the Clarion deal in July. The Vice Principal Finance and Resources is developing financial scenarios for those risks which will be discussed at the next CRPG meeting.</p> <p><b>Systems and Processes</b> - There has been good progress on implementation of systems.</p> <p><b>Stakeholder Engagement</b> - is continuing with all key stakeholders and is a key part of the merged College plans.</p> <p><b>Marketing/Student Activities – April and May</b> - the College continues to have a positive increase in student applications from the same time last year to this year. This indicates that the College’s reputation and brand continues to strengthen.</p> <p>The Chair thanked JJ for the report. The Chair noted the awarding body issues with BTECs last year and asked for an update on the position. JJ gave assurance that there are robust processes in place with checks and balances from the Exams Manager, Heads of School and JJ and he was very confident it won’t happen again. [Guy Wheeler joined the meeting at 18.47]</p>	
10	<p><b>2. Capital project planning update</b> [JJ and IV withdrew from the meeting 18.47] AC reported that there are two items on the agenda relative to the capital project planning. One is an item for board approval around the S278 which will be addressed later in the agenda. The second and more material issue is the status of the planning discussions with the Council relative to the sports hall development and the impact that has on the Colleges’ finances. There are three papers in the pack, the first is a report from the CRPG meeting on the 12 May and the second are the minutes of the extraordinary CRPG meeting on the 1 June. There is also a sports hall briefing paper from SFW. The current situation is very fast moving and there is also a verbal</p>	

	<p>update from meetings that happened today between the College, the planners, the ESFA and LocateED. [confidential item]</p>	
<p>11</p>	<p><b>1. Update on proposed budget 2021/22</b></p> <p>IR reported as follows. All detailed budget planning meetings have been completed and nothing material has changed. There will be a full paper going to FRC at the end of the month. There is another new college financial return model to complete.</p> <p>IR ran the headline figures through the old model and that confirmed the finance grade. The budget is broadly in line with as it was reported previously.</p> <p>The Board had no further questions.</p> <p>The pay budget was discussed with AdL before the meeting. The concern is not about the principle of a 2% pay rise for staff for 2021-22, it is about the practicalities as HCUC are not making provision for a pay award. It is a budget discussion. If the Board want to make this pay award, they would need to make it and enact it before dissolution and would need to discuss it with HCUC. IR noted that if the Board are not going to make the pay award why budget for it.</p> <p>The Chair noted that he hadn't understood that the intention would be to enact it. It was more about this is what the Corporation would want to do if it were standing alone.</p> <p>SK agreed that the Board hadn't agreed to make a 2% pay award it was more a case of an intention.</p> <p>AC noted that the discussion was more around recognising the hard work of staff and the absence of a pay award over a number of years and to look at this in the round alongside HCUC's track record for awarding staff. In that context if it was affordable it was about a bright new future where the College had turned a corner to give an element of reward and look at what is possible now.</p> <p>IR reported that AdL has said that on comparison HCUC's salaries are higher so there is some scope to do that. It is anticipated that there will be a process of alignment of terms and conditions over time post-merger and that could be helpful.</p> <p>RSc asked if there have been discussions with the HCUC people about this conundrum. IR reported that he has spoken to SW and who agreed if it was going to be enacted at RuTC it would have to be before dissolution and in discussion with JSG.</p> <p>The Chair noted that the Board is required to set a budget as RuTC and there has been more than one conversation about pay and governors think it would be good if we can and it is affordable to make a 2% pay award. After 30 July that budget doesn't stand. Saying there could be some consequences that would be unhelpful is good to be aware of but technically speaking the Board want to make the pay award in the budget. If the Board believe there is merit and need to budget it then it needs to run it through the merger process.</p> <p>IR noted that putting it in the budget does send a signal. There are staff governors on the Board and the Unions receive finance papers. If it is put in and it is not implemented post-merger it could cause issues. IR noted that it is not just about levelling up post-merger and it is not just about pay. The Chair noted that the decision of this Board is about what we would do as standalone but without creating problems with the new merger partner.</p> <p>JM reported that at the risk of conflating issues the College has to prepare a budget as a standalone entity and it was discussed at the last Board meeting whether the increase would be 1% or 2% and it was agreed on 2%, but that budget won't survive beyond the 1 August. Whatever the Board does in terms of pay in the budget it needs to discuss it with the merger partner as it does have wider implications.</p> <p>JM proposed that FRC meet in a couple of weeks' time to agree the budget to go the Board in the middle of July. The Board have not agreed to dissolve yet so for good governance this should be considered on the agenda. Whatever is decided needs to be agreed with colleagues at HCUC.</p> <p>SK noted that the expectation post-merger is for a review to make sure there is some equity.</p> <p>MS noted that the Board needs to have a rationale behind the 2% in the current climate. The Chair reported that the minutes of the conversations do rehearse the rationale and a conversation that has two elements will go to FRC and in that timescale IR to ask for representations from HCUC about expectations and potential problems.</p> <p>IR noted that it wouldn't be too much of a problem if it was taken to the Board in July and agreed</p>	<p>JM/IR</p> <p>IR</p>

	<p>subject to those adjustments.</p> <p>[confidential item]</p> <p><b>2. April 2021 management accounts</b></p> <p>IR noted the paper on the April management accounts. The trend broadly continues. AEB and apprenticeships income has been tweaked down as it may undershoot the 90% threshold. SFW reported that the College has taken on more subcontracting and is diversifying on adult delivery models and has Job Centre Plus onsite, but it is just not getting the walks through the door.</p>	
12	<p><b>Risk register</b></p> <p>In AdL's absence VN reported that the Audit and Risk Committee had considered the risk register at the meeting on the 8 June and there is nothing significant to report on. IR noted that as a general trend the College is mindful of the tendency to overscore and risks have been reassessed. One risk around staff workload has increased but is being mitigated and is remains green. VN noted that RS had made comment at ARC that the process of risk has changed over the last 18 months and a lot of management has been put into risk and processes and mitigations are in place. This a great accolade about what has gone on to improve the way things have been done. The Chair asked if colleagues wished to discuss any of the risks in greater detail and no comments were made.</p>	
13	<p><b>Merger progress update</b></p> <p><b>Summary of the public consultation</b></p> <p>The Chair asked for any feedback prior to publication on the 14 June.</p> <p>The Chair noted that the public consultation had talked about foregrounding staff and that is in the FAQs and it was pleasing to see the level of detail. Following approval, the summary will be published on both college websites.</p> <p><b>RESOLVED: The Board approved the publication of the Summary of the Public Consultation</b></p> <p>The Chair asked that thanks are passed back to all those involved in the production of the summary.</p> <p>The Chair noted that the JSG are on site at RuTC on Tuesday and he thanked NH for kindly hosting the meeting in the College restaurant.</p> <p>JJ noted that the student workshop had really good strong representation and will input towards the new student partnership charter.</p> <p>The workstreams are well on track and all milestones have been met.</p> <p>There is a fortnightly merger surgery at RuTC run by AdL and JJ with all staff invited to come along. 10 staff came along yesterday and questions were mostly around terms and conditions.</p> <p>Due to the length of discussions around the capital planning matter the Board were referred to the paper and appendices for the detail around the merger update.</p>	
14	<p><b>College Redevelopment Project Group</b></p> <p>1. Report from the meeting of 12 May 2021 and minutes from the meeting of 1 June 2021 It was agreed that this had been covered earlier in the agenda.</p> <p><b>S278 agreement with Transport for London</b></p> <p>SFW reported on the item and noted that there are three papers uploaded– a summary paper from SFW, an Eversheds report and the agreement. The S278 is a statutory agreement to move forward on the TMAN junction and is one of the purchase requirements for the Phase 2 agreements. It has gone back and forwards to the lawyers for the last three months and is now finalised.</p> <p>AC asked if it is around the funding of additional land and there is nothing nonstandard in the agreement and SFW confirmed this is the case.</p> <p>SK noted that there is still a reference to Haymarket in the agreement and SFW explained that this is because until a planning application is put in to change the Tech Hub Haymarket remains.</p> <p><b>RESOLVED: The Board approved the sign and seal of the S278 agreement with Transport for London.</b></p>	

15	<p><b>Audit and Risk Committee</b></p> <p><b>1. Report from the meeting of 23 March 2021 and verbal report from meeting of 8 June 2021</b></p> <p>The report was noted and no questions were raised. VN provided an update on the 8 June meeting. A meeting took place with independent governors and the internal auditors, internal audit progress was reviewed, and the Business Continuity Plan audit was presented. All outstanding reports will go to the first Audit Committee post-merger and nothing significant was reported. The outstanding audit recommendations tracker was considered and will be passed onto the new college. IR had explained that HCUC has a bigger finance team and more mature processes in place to manage this. There was a discussion with the external auditors about the financial statements and accounting processes if the College doesn't merge on the 30 July. The External Audit plan was considered and approved and will come forward with the ARC report to the next meeting. A Value for Money report was considered and there was a discussion about what it is for and whether it makes more sense to use management performance measures already in place to track VfM. The risk register and merger risk register were considered and there was an update on the deep dive on data and systems. The Committee reviewed its effectiveness over the last year and this will go forward to the Board. Auditor performance was reviewed, and outcomes will be passed to HCUC.</p>	
16	<p><b>Meetings 2020-21:</b></p> <ul style="list-style-type: none"> <li>• Wednesday 14 July 2021 at 17.30 – final Board meeting</li> <li>• Holding date Tuesday 27 July 2021 at 17.30</li> </ul> <p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Wednesday 7 July 2021 at 17.30 – Board drinks and supper in the restaurant</li> <li>• Thursday 29 July at 17.30 – Board dissolution drinks in the restaurant</li> </ul>	
17	<p><b>Any other business</b></p> <p>There were no items raised. (Staff governors and officers and SCo left the meeting)</p>	
18	<p><b>The Confidential minutes of meeting held of 24 March 2021 were agreed as a true and accurate record.</b></p> <p><b>The confidential written resolution on SPH pay was ratified.</b></p>	
19	<p><b>Update on remuneration matters</b></p> <p>The item was noted for information purposes. No questions were raised.</p>	

Meeting closed: 20:30