

**BOARD**

**Wednesday 6 July 2022 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 (acting CEO and Principal); Vincent Neate; Rosh Sellahewa; Mike Sutcliffe; John Anderson; Alex Gallagher; Helen Litvak; Rosemary Scully; Peter Flew <b>Staff Governors:</b> Neal Hook; Cait Orton. <b>Student Governors:</b> Yasmine Eltaki; Mohamad Armoush
<b>In Attendance</b>	Susanna Davies (Interim VP Curriculum and Quality); Alison de Lord (Assistant Principal HR, OD and Estates); Sheila Fraser-Whyte (Executive Director, Business Development & Innovation); Shane Woodhatch (Group Director Finance & Resource Planning HCUC); Rachel Scarborough (Head of Student Experience) and Chidi Okolo (Director of Quality and Compliance) for item 6; Chris Dearnley (ESFA) (observer); Sarah Connerty (interim Governance advisor)
<b>Apologies</b>	Andy Chew; Rosh Sellahewa; Rosemary Scully

<b>Item</b>	<b>Item Description</b>	<b>Action</b>
<b>1</b>	<p><b>Welcome and apologies</b></p> <p>The Chair welcomed colleagues to the last meeting of the academic year, welcomed Peter Flew to his first Board meeting and Shane Woodhatch, Group Finance Director at HCUC. SW noted his role to carry on the good work of Ian Rule around the finances and to influence the position towards merger. The Board recorded their thanks to Ian Rule particularly for his work on financial repair which put the College in a better place. The Chair welcomed Chidi Okolo, Director of Quality and Compliance who noted his role to improve the quality of the curriculum.</p> <p>Apologies were received from Andy Chew, Rosh Sellahewa and Rosemary Scully. AG will join the meeting at 18.15. Student governor, Yasmine Eltaki did not attend the meeting and Mohamad Armoush attended part of the meeting.</p> <p>The Chair noted that it has been a really challenging academic year. There is optimism but there are some key things to resolve that are outstanding – the Local Authority planning decisions, the ISG contract price, achievement, the conclusion of industrial action and to get to merger with HCUC on the 31 October. There are lots of reasons to be positive. This is a small college but there is a lot of really tricky issues coming together so even taking a national view this is one of the most difficult situations for a college in the country. There is no doubt about the sheer amount of hard work that has gone on this year. Particularly the resilience of the senior team under JJ’s leadership. Everyone on the senior team and this Board does the work they do because of our students and getting the best outcomes and opportunities and destinations for their lives. This is the case for our teaching staff as well. That is what we are here to do and that is what we are in pursuit of with some confidence, but we are not there yet.</p>	
<b>2</b>	<p><b>Declarations of interest</b></p> <p>There were no declarations received.</p>	
<b>3</b>	<p><b>The minutes from the meeting held on 30 March 2022 and 17 May 2022 were agreed as a true and accurate record.</b></p> <p><b>The following resolutions were ratified:</b></p> <p><b>Electronic resolution from 20 April 2022</b> – Appointment of Peter Flew as independent governor and member of CQS Committee</p> <p><b>Electronic resolution from 22 June 2022</b> – Appointment of FE Associates as recruitment agents for the RuTC College Principal appointment.</p>	

4	<p><b>Actions and matters arising</b></p> <p><b>Action 1</b> – Student voice action plan – <b>RS has written the plan under item 6.</b></p> <p><b>Action 2</b> – Behaviour action plan – <b>is on the agenda at item 7</b></p> <p><b>Action 3</b> – teaching staff supporting security – <b>this was an action for JJ to take to the Audit and Risk Committee as part of the health and safety deep dive. This item was postponed. JJ reported that it will come to the next ARC meeting</b></p> <p><b>Action 4</b> – focused item on enrolments – <b>SFW has written a paper under item 7</b></p> <p><b>Action 5</b> – structure for the student voice item to include flow of information turned into actions and reported back to students – <b>RS to update under item 6</b></p> <p><b>Action 7</b> – IV and JJ to raise the awareness of the vulnerability of FE around behaviour and serious crime – the Chair has been in touch with Mary Vine Morris who has directed SLT to Eddie Playfair and MVM is facilitating this.</p> <p><b>Action 81</b> – capital and planning escalation strategy – <b>this will be reported on later in the agenda.</b></p>	
5	<p><b>Safeguarding</b></p> <p>CO noted that the majority of governors discussed this in detail at last night’s CQS Committee. [17.50 SFW joined the meeting]</p> <p>The report complies with the Section 11 audit tool which breaks down what governors should know and should seek assurance on around safeguarding.</p> <p>The report starts with two tables - an in-year comparison and a year on year comparison. There are three reports per year, one per term. Below those tables there is a small amount of narrative.</p> <p>The percentage of students known to the team is the same as the previous academic year.</p> <p>There is a higher attrition of care experience young people and supplementary information with a coded table of reasons is included. 121 students have been referred with mental health as a primary concern. 52 are still receiving active support from the team.</p> <p>There has been a drop off in significant behavioural issues during the summer term.</p> <p>There are still a number of ex-students trying to access the College site and the car park and fields near the residential flats are still an issue. It is the placement of the site around public land which is difficult and estates colleagues are finding resolutions with the local authority.</p> <p>CO reported that Kingston University used Twickenham stadium for graduations this year and there was an assault on RuTC students which the College have supported the students and the police with.</p> <p>The College are working with Pick a Trade Not a Blade two days a week doing outreach and informal education with hard to reach students, primarily men and this is effective.</p> <p>The College has been invited to join the Resilience Network Panel meeting with the local authority. These are a group of professionals working with children and young people pre social services intervention. Beth Pattison attended on behalf of the College. There remains one ongoing Prevent referral. The College will continue over the summer and next year.</p> <p>The new KCSIE updates need working time over the summer which is why the policy no longer comes to this meeting for recommendation for approval.</p> <p>The next Section 11 will go out in August and will go to VN as safeguarding link governor.</p> <p>The total number of students receiving a bursary is included.</p> <p>Managing Allocations training has been completed by VN.</p> <p>The College has invested in dedicated safeguarding software, which will revolutionise reporting.</p> <p>The Chair noted that this paper was welcomed by CQS yesterday evening and quite a bit of time was spent on it. It is a really important area.</p>	
6	<p><b>Learner voice update</b></p> <p>RS noted that CO brought the item to CQS yesterday.</p> <p><b>Learner Voice Action Plan</b></p> <p>It is looking at ways the College can increase the student voice. Information from the action plan is taken from the student surveys and cross college forums. It has been a difficult year for students. Feeling safe on campus has been at the fore and estates have put a lot of time into supporting this. Timetabling for students so they can attend cross college forums has been looked at for next year to allow more engagement.</p> <p>The paper looks at various ways of addressing the student feedback. There was a comment raised at last night’s CQS Committee that the paper looks like the College are reporting to students rather than listening to their voice. This is not the case, and the College is embedding the learner voice in all</p>	

<p>aspects of the student experience, including tutorials, timetabling to allow the cross college forums, focus groups, SLT floor walks, a cross college forum working with Kingston University. There was a high update of student reps at the beginning of the year, but engagement has gone down over the year. The communication of You Said We Did needs to be improved and the team have been working with students on ways to improve that.</p> <p>HL noted there is a lot going on there and that is good to see. At Kings College London (KCL) the action plan is shaped into a more timetabled approach across the year in different months in a Gantt chart style and has a RAG status to know where it is at. There is so much in the RuTC Plan, and it is wonderful to see, so prioritising in a schedule would help. At KCL there is a comms plan as a separate entity instead of You Said We Did. It is about telling students what we have done and a different way of going back to them with various messages and who to go to for help and support. This makes the process a lot more accountable. The Chair agreed that the work is very rich, but it is about the smartness and the time bound nature of it.</p> <p>PF asked what is happening in the events that makes it not a priority for students to attend and how is this reflected with students. RS noted that students are asked for their views. For next year enrichment will be on a Wednesday afternoon, with food and drink and guest speakers focusing on an area that the College wants to look at. PF noted that one of the key areas that helps students is if it is training for their career and is focused on employability. RS agreed and if there are any governors that want to be involved or know any key speakers that would be very welcome. VN noted that the current chairman of KPMG and the deputy of MET police are both former students and had been contacted by the Board previously about coming back into College to work with students. RS noted that would be welcomed by the College to talk to the students about employability.</p> <p><b>ACTION:</b> Governors to provide suggestions on speakers for students for next year to RS</p> <p>CO noted that the additional 40 hours study programme will support further work on the Learner Voice and opportunities for students.</p> <p><b>ACTION:</b> RS and JJ to provide a measurable more granular Learner Voice Action plan</p> <p>The Chair suggested that a HCUC perspective on this as part of the line of sight towards merger is important.</p> <p><b>Student Survey summary report</b></p> <p>COk noted that he worked closely with RS and the team. The surveys measure the impact of the student services work. The survey is carried out three times a year. There is positive movement in Student Services in terms of survey results. The rate of completion has gone up to 65% (last year 55%). Colleagues have really pushed the surveys and this is going in the right direction. There are some marginal improvements in terms of College experience. The areas for development have some fundamental perceptions – recommending the College is down from previous years, the safe environment is down, which could be influenced by serious incidents through the year, teaching and learning is an area of concern where students have noted that the College is not listening to what they want. SLT have discussed in detail what to do about it. It is as simple as presence, talking to students and being out there, increasing lesson visits because that has gone very well this year, intervention squads and increasing presence at the front of house, taking much more of a whole College holistic approach and drawing on everyone’s lines of responsibilities. <b>ACTION:</b> It was agreed that further work would come to the CQS Committee to look at progress and to see what the pinch points are. There is a lot of work to do but it is positive. A lot of the metrics are down and this needs addressing.</p> <p>The Chair noted that in the areas for development there are some fundamental perceptions which require work. The Chair drew attention to the quality of student services with an 18% increase since last year which is an area for note and celebration. COk noted that this was backed up by feedback in focus groups. A key point is accessibility, it is a service that is working and is a model that should be used in classrooms and other areas as well and learn from this.</p> <p>The Chair asked for any reflections, particularly on next steps.</p> <p>[MA joined the meeting 18.07]</p> <p>HL noted that there are some quite big topics and can any help be offered from governors as a working party to help. SD noted that would be welcome and governors could come into the restaurant and coffee shop so staff and students could give their views. HL agreed that this is difficult when governors are not in the College. Everybody has got a day job so can any pressure be taken off</p>	<p>All</p> <p>RS/JJ RS/JJ</p> <p>COk</p>
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	<p>and sometimes more brains on this is better than one.</p> <p><b>ACTION:</b> HL to meet with COk and then feedback to other colleagues on the Board during the summer on ways to support</p> <p>SD asked RS and CO their views on student’s views on safety on the site. CO noted that Hazrat’s death would be part of this. The layout of the site means that there are certain pinch points. Having an onsite smoking area and security hut are things within the gift of the College to have a big impact. Messaging going out to students is key. Updates to policies and national issues are sent out with branding. It is reactive and proactive with safety and security. The team are always looking for feedback from students around safety.</p> <p>It was noted that the student induction at the start of the year must have a positive impact on student behaviour. SD noted that new strategies have been brought in to drive this forward. Any student with less than 85% attendance or behavioural issues will be withdrawn 10 days before census date (W day). There will be an earlier point of contact with the student to give time for improvement. This is to avoid the slow drip of withdrawals this year. It is about sending an early message of expectations for students. JJ reported that support is in place for students to succeed but this message will be hammered down. 10% of students (200) have been withdrawn this year. This tough love message at the early part of the year will be important.</p> <p>JJ noted the changes to the estate and there are internal challenges particularly on the 4<sup>th</sup> floor with pockets of students congregating where security is needed to be permanently deployed. That will be designed out next year to prevent that happening with subtle changes to the estate.</p> <p>SK asked about attendance and achievement and is there any data on this as it would be a powerful message for staff to use with their students. SD noted that there is a correlation between the two. CO noted an attendance and employability campaign from a few years ago is being relaunched with a traffic light system to support with the messages around attendance.</p> <p>SD noted that another key point is a package of areas, the learner and partnership agreement has been reviewed to really emphasise this.</p> <p>VN asked if W day starts soon enough and SD confirmed that this has been carefully timetabled.</p> <p>MS noted that work was carried out this year in reaction to issues of behaviour so the pre planning this year for the start of term is excellent.</p> <p>SD explained that the attendance target at the start of term is 85% so students would still have the opportunity to get their attendance up. Less than 85% indicates a lacklustre approach to education. MS noted it is very positive and getting it right from the beginning is very encouraging and MS passed on his thanks.</p> <p>PF asked about the effect on income and what is the duty of care to students. SD noted that students are enrolled but poor attendance suggests that they are not going to last the distance. SD noted that students have to be employed or in education but it does not have to be here. CO noted that MIS provide a monthly withdrawals return and the responsibility sits with the LA. Short term any student can access the College’s careers and advice service for their next steps.</p> <p>SW reported on the financial position of withdrawal of students. If the College does not hit its allocation lagged funding means a drop of funding in the next financial year. It is key to ensure to meet or exceed the allocation to meet in year growth or benefit from lagged funded.</p> <p>SD noted that it is not in the College’s best interests to spend 100s of hours supporting students who will not achieve.</p> <p>JJ noted that the Board need to be aware of the risk of this strategy.</p> <p>SD noted that there is an expectation of higher grades for those students remaining.</p> <p>(COk departs 18.26)</p>	HL/ COk
7	<p><b>Principal &amp; CEO report</b></p> <p><b>1. Quality Recovery Plan (QIP)</b></p> <p>The improvement is to bring achievement as close to national average as possible. Support has been provided from Pauline Hagen (FEC team) since January 2022 and in depth and productive conversations are ongoing and PH attended CQS Committee last night. PH will support on the Self-Assessment Review (SAR) and QIP process as the external validator.</p> <p>JJ reported on key updates:</p> <ul style="list-style-type: none"> <li>• A new Assistant Principal C&amp;Q Andrew Rogers will start at the College in August and SD will stay for an extended handover period</li> </ul>	

- There is a real strengthening of approach and a lot of new people at HoS level this year
- English and Maths has been focused on extensively this year and will continue next year. There is a key strategy All About Me
- There have been significant developments in T&L approaches with developmental and ground breaking work
- New data reporting processes are embedded and the issues around data are resolved. There is good tracking of in year achievement
- Ofsted training is ongoing. Ofsted may come prior to merger. Further training for the Board is planned
- Attendance is still a significant challenge at 76%
- Predicted overall achievement rates have dropped to 79% mid-point. JJ feels this is an accurate prediction
- SD reported that there are exam results not yet in but there are a series of other exams with results in and assignment grades are being banked. There is delightful news for Business where grades are looking in the high 90% and early 90% for others (last year 67%) which is a phenomenal achievement. JJ noted that Business has been an Achilles heel for five or six years and the new HoS has determination to change this. SK asked is there an opportunity for good practice sharing. JJ noted that this is taking place. SD noted that this is done every week in HoS meetings. SD reported that the HoS is diligent in getting assignments in and only six students had not achieved this. CO noted that there is also a flexible approach for vulnerable students and the HoS is very supportive of that approach.

## 2. KPI targets 2021-22 and progress

These were noted and agreed risk areas were discussed earlier in the agenda. PF noted that the CQS KPIs were discussed in detail last night.

## 3. Ofsted

The College maintains a position of Ofsted readiness and it is the right thing to do for the students. There has been a lot of activity this year and further training for the Board next year. HCUC have made a welcome offer to bring over curriculum middle leaders to share their experience with RuTC colleagues.

## 4. Student behaviour action plan

There were some significant issues at the start of this year but behaviour has improved noticeably. The College is not complacent. In the appendix there is an outline of priorities which is largely the work of RS and the Student Services team. It is making sure everything is in place for next year - enrolment and setting standards of behaviour early in the year, there were strong links between attendance and behaviour last year, there is a really strong link with Local Authority and the police, drop in surgeries, searches took place and will continue. A student voice on the Safer Neighbourhood and Residents board is an aspiration. VN asked how do you get a student voice on the Board and RS explained the process.

The key priorities will be against key accountabilities. **ACTION:** The Student Behaviour Action Plan will come back as an action plan monitored fortnightly at SLT and reporting into CQS Committee and the Board.

(RS departs 18.44)

## 5. Enrolment (action 4)

SFW noted that a lot of work has been done getting ready for enrolment. It starts 22 August for adults and the main date is GCSE results day on 25 August. Enrolment letters will come out over the summer. Enrolment will be in person with E&M assessments on the day to ensure students are in the correct class and students not required to continue E&M will be doing independent learning. Photo ID, timetables and learning agreements will be ready to take away on the day so students are ready on the first day. It is a slick process and it has worked before.

As at 21<sup>st</sup> June the college has received 2956 applications in comparison to 3690 received in June 2021, the main area where there has been a significant decline is in A levels we are currently 340 applicants behind on last year but are up by 85 on 2020 figures.

Over 700 progressing students from year one to two have been enrolled.

JJ/RS

## 6. Stakeholder engagement

JJ noted that there is always more to do and the paper includes the current levels of ongoing stakeholder engagement.

Employers and getting employers in alongside the curriculum teams is key. It is about looking at the right courses to feed into the employers, employers supporting with curriculum delivery where possible, work experience and employability skills development opportunity and ideally providing jobs at the end of the process. There is at least one employer on board to date which is minimal at this stage and needs development.

The College were part of a curriculum reform conference with HCUC who are further down the track, and this is an area to move forward on. The relationship with the Chamber of Commerce provides a way into this and positive work is happening already.

## 7. Staffing update

There is an impact on the current contract negotiations on employer relations and this continues. UCU have not come back with an updated proposal. There is a UCU proposal to engage ACAS and JJ received a response today with a contact name from ACAS.

AdL noted that at the all staff address this morning it was confirmed that the 8 inset days are included in the academic calendar and this will go out on email tomorrow. The majority of staff have signed the new contract. A number are yet to sign and are waiting for UCU to tell them it is OK to do so or they will wait until the 31 August. It is anticipated that the majority will sign as there have been no resignations or reference requests resulting in the dispute at this point. Most staff acknowledge that it is a fair contract, giving them more time to do their jobs for which they are being fully compensated.

The Chair thanked the SLT for their resilience and persevering with the needed contract change. It is an entirely reasonable change and it is sad that the students and the benefits to them have been lost in this process. JJ noted that the student position has not be lost in the College's positioning and is referred to in all comms.

There is an issue between the enrolment start date and 31 August as staff may be on a picket line when they would normally be part of the enrolment process and supporting students. It was noted that all but one of the last five days of proposed strike action were cancelled. SFW noted that the College will be informing students and parents about the potential picket line which is very important. It was managed at the open event without any issues.

## 8. May 2022 management accounts commentary and accounts

SW that there is not much difference from the April 2022 accounts. Performance remains strong, subject to audit at year end and the College looks like it is on track to achieve the final outcome.

## 9. Proposed budget (2022/23) and outline budget (2023/24)

The budget and outline budget were scrutinised at FRC. Detailed work has been done with budget holders. Staff to accommodate growth and inflationary interest have been factored in.

A 2% pay award is included and teaching salaries are aligned with the new contractual arrangements, lagged learning and allocation is included, minor capital expenditure and the reliance on leasing.

Cashflow is managed noting the low points between February-April 2023 where grant is exceeded by expenditure. The overdraft continues to be utilised.

The budget is transferred to the CFFR submitted to the ESFA following approval by the board.

### KPIs:

KPI	2020/21 Outturn	Revised Budget	Previous Forecast	Current Forecast
Total Income	£15,973k	£17,191k	£16,858k	£16,842k
Adjusted Current Ratio	0.29	0.62	0.05	0.05
Staff Costs / Non- Franchised Income	69.13%	69.88%	70.89%	70.97%
EBITDA/Income	7.81%	9.12%	7.38%	7.28%
Borrowing/Income	15.57%	5.31%	10.98%	10.72%

As a result of the above, it is likely that the financial health scoring for FY22 will fall to Requires

<p>Improvement, now confirmed by the draft CFFR return prepared with the proposed budget for FY23. SW reported that the 70% staffing as a percentage of income is manageable.</p> <p>Cash days in hand are 0 days and there is a need to ensure to deliver to the final outturn and manage cash to meet short term liabilities.</p> <p>There is a higher pay award of 2.5% at HCUC.</p> <p>8% has been applied to non-pay but there is a continued upward trend in inflation.</p> <p>The key risks with mitigations are:</p> <p>The Phase 2 land sale</p> <p>Allocation for 16-18s</p> <p>The anticipated a 15% increase in student numbers</p> <p>The Chair thanked SW for the report and for all his work since taking over from IR.</p> <p>JA thanked SW for a very clear summary and for picking up the role from IR. The handover was very impressive with excellent continuity which is appreciated from the future merger partner.</p> <p>JA noted that the College is performing remarkably well. It has forward bought energy so is currently well exposed with the energy rises but this hit will come next Spring. The budget relies on the assumption of standalone and there are extraordinary challenges on capital and planning.</p> <p>JA noted his confidence in the budget which had been tested at FRC who are supportive of SW's discussion.</p> <p>SW noted that RuTC carry out a reiteration of the budget following enrolment after discussion with the curriculum and that piece of work will be done. The Chair noted that there is an argument to align with HCUC's process as future merger partner. JA agreed he would support this subject to Exec assuring the Board that it would not cause significant challenges to deliver the budget.</p> <p>VN asked about the biggest areas of risk to the budget and how correlated are the costs of the College to the inflation in the general economy. SW noted that there is 8% in the budget so there is a gap.</p> <p><b>ACTION:</b> The Board asked for the shortfall to be worked out and brought to SLT and the Board if needed. SW explained that the budget does not recognise any cost efficiencies when merging. The work is being done at the moment around contracts and it is hoped to realise efficiencies which will mitigate inflation rises.</p> <p><b>RESOLVED: The Board considered and approved the proposed budget (2022/23) and outline budget (2023/24)</b></p> <p>JJ reported that there was a smooth transition with an extensive handover from IR to SW and thanked SW for stepping in and doing it so well.</p> <p style="text-align: center;"><b>10. Capital and planning timeline</b></p> <p>SFW reported as follows:</p> <p><b>Joint planning application</b> – the College is in discussions with the local planning authority (LPA) about a special planning committee meeting in July. A meeting took place on Monday afternoon with planning officers and there was discussion about a September meeting instead of a meeting on the 20 July. The head of planning was contacted for a meeting about this and there was a detailed email response around some outstanding issues from consultants from the LPA and an issue with drainage which the College is progressing. It noted that the LPA is still looking for a special committee meeting with a possible date of August. The College is in touch with Clarion for a coordinated approach. There is a scheduled planning committee on the 17 August and the College will continue to press for an earlier date.</p> <p>JA asked if there are issues for the College to resolve and SFW explained that it is the LPA consultants work that is outstanding. The College has agreed to pay for an independent planning consultation to resolve this.</p> <p>SFW explained that it is not that the planning approval is not expected to go through. The issue is the S106 and the timings for full planning permission to go through.</p> <p>The Chair asked for SW's view. SW noted that the window period is getting smaller and there is the GLA and inflationary increases.</p> <p><b>ACTION:</b> The Chair asked for an updated Gantt chart which details when everything come in. SW agreed that once everything is aligned it won't take long for either Board to make a decision.</p> <p>JJ noted that the ISG costs are due on the 27 July, there is an indicative figure available, but the GLA won't rely on this figure.</p> <p>The Chair noted that it is the alignment of key items and it needs to be set out as a plan so that all</p>	<p>SW</p> <p>SFW/ NS</p>
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<p>stakeholders can clearly see the position. The Chair asked where the tipping point is. This has to be contained because it is planning and a legal function, but the risks need to be clearly seen and escalated as it has real world impacts.</p> <p><b>ACTION</b> – the Board asked for a letter to the Leader of the Local Authority to be drafted and sent by the end of the week. It is about the importance of earliest date for the LPA meeting to realise all the benefits which are not currently being unlocked while planning is not granted. The letter to be a collaboration between JJ, SW, SFW and Nolan Smith. The letter needs to represent the urgency of the situation with a view to being published as a very clear escalation to the local MP, DfE and DLUHC. It was agreed that this position cannot continue. If necessary the letter to be passed through the College lawyers.</p> <p>JA noted that it needed to be very clear about the specificity of the conditions to progress. The College is being managed by the local authority and that is going to let the College down because there are a matters of specificity that need to align. The College needs to align it in a window with ISG which is a 30 day window which is an unreasonable target. It needs to be a pointed letter and be clear about what is being determined as evidence to progress. Is this resolution to grant?</p> <p>The delay by the LPA is due to an external independent consultant as they have outsourced their expertise.</p> <p>SFW noted that the DoV is expected back from Clarion this week. There have been discussions with ISG about costs and the revised deadline is 27 July because ISG is not getting cost prices back from subcontractors.</p> <p>The Chair noted that the significant uncertainty around planning is a risk to merger.</p> <p>JJ read out Jennie Jackson’s (LPA) email which had been sent out this evening to the Chair, JJ, SC and the Chair of CRPG. JJ’s view is that the August LPA committee seemed unlikely from the email.</p> <p>The Board asked how this affected the ISG price which would be valid for 30 days.</p> <p>The Chair asked that the Clarion relationship is managed very carefully and JJ confirmed this is the case.</p> <p>JA urged the SLT to start targeting earlier measures of performance to bring everything forward. He suggested asking for the list of external consultants, requesting weekly updates, confirming that the text of the report has been written, offering to provide support to write the report. The process has to be micromanaged as there is no consequence on the LPA for failing to do it. This is a very significant outcome impacting on an FE merger and the Board is demanding constant evidence of progression and internal deadlines to achieving by the end of August. This is outside of the standard cycle for the LPA so needs to be managed.</p> <p>The Board noted that the College is in this position because of actions of Richmond council. The letter needs to be direct and explain that this is unacceptable. The colleges need to reach a 31 October merger date and for all parties to align to achieve this.</p> <p>It was noted that SFW has discussed with NS and there will be a timetable available for the Board.</p> <p>The Chair noted that it is a complex piece of work and there needs to be a Gantt chart available for both colleges about all the dependencies.</p> <p><b>11. Dissolution notice</b></p> <p>The Chair noted that following the issues raised by SLT about the LPA there is some degree of uncertainty and asked SC for advice on progressing with this item. SC explained that there is a legal requirement to publish the dissolution notice at least a month before merger. The paper includes the Board resolution for the 19 October 2022 resolving to dissolve and an updated dissolution notice which contains the revised dissolution date and the number of students affected by the dissolution. It was agreed that the Board’s approval is around the intent to merge, and the item should take place.</p> <p><b>RESOLVED: The Board approved the updated dissolution notice and the Board resolution for dissolution with an intention to dissolve on the 31 October 2022 and merge with HCUC.</b></p> <p><b>12. Risk register and commentary</b></p> <p>AdL reported that the risk register has been through ARC and FRC verbally and has been agreed. CQS Committee last night requested amendments around reducing likelihood ratings on two items. The failure to secure Requires Improvement risk has moved to an amber (previously red) risk. The summary paper provides the journey over the year of the risk register. The two changes since the last meeting are around staff motivation and employer relations which have increased because of the dispute around terms and conditions.</p>	<p>JJ</p> <p>SLT</p>
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	<p>There is a decrease in risk from the operational risk registers around the uncertainty of the merger as a date had been recommended by the JSG. As the merger is not in question but there is now some uncertainty on the date due to the LPA and AdL suggested this rating remains the same.</p> <p>Changes are:</p> <ul style="list-style-type: none"> <li>• The staff retention and staff wellbeing and resilience risk has gone up.</li> <li>• The failure to improve achievement rates risk remains the same and will be reviewed once results are received.</li> <li>• The failure to secure RI for Ofsted rating has reduced from 3 to 2 for likelihood and becomes an amber risk.</li> <li>• 1.8 in the operational risk register on behaviour has reduced from a 3 to 2 for likelihood and becomes an amber risk</li> </ul> <p><b>RESOLVED: The Board approved the risk register</b></p> <p>The Board noted that Joint Steering Group papers and the next JSG meeting is 25 July 2022. [the JSG meeting has been postponed until the 18 August 2022 due to members availability].</p>	
8	<p><b>Curriculum Quality and Standards Committee:</b></p> <p>MS provide a verbal report of the meeting of 5 July 2022</p> <p>MS noted that the main items had been covered under item 7.</p> <p>It had been an extensive meeting and a lot of real hard work, which shouldn't be underestimated, has been done and this is recognised by the CQS Committee.</p> <p>The focus is on getting it right for September to make things as good as possible for the students coming in. A key discussion is the action taking place around industrial action to mitigate staffing issues. JJ noted that it won't be clear how much of a problem this is until 31 August, but the SLT has tried to predict risk areas and a recruitment drive is underway for sessional staff.</p> <p>MS reported that the QIP/QRP is a lengthy document and there is an action to produce a focused document, related to impact and aligned with the KPIs in place for September.</p> <p>There had been an issue with exams and thanks to HCUC who have supported, alongside SLT and teaching staff to resolve this and provide extra support to students.</p> <p>It has been great to have the insight from PH who is working with staff and governors. The College want to be well prepared for Ofsted.</p> <p>CQS and the Board want to get assurance around C&amp;Q matters and is starting to get that from the hard work taking place across the year. There is a lot of good work going on and SD has generated a great team. MS noted that he had dropped into a HoS meeting on Monday and that vibe is apparent. It is building blocks and it takes a while to turn around but the commitment is there.</p>	
9	<p><b>College Redevelopment Project Group (CRPG)</b></p> <p>The meeting of 29 June 2022 was postponed due to the ISG contract price being delayed. The Board will be kept fully up to date across the summer on capital and planning matters, in particular the ISG contract price and Local Authority planning dates and outcomes.</p> <p>The Board noted the latest Fusion report from June 2022. It was agreed that this item had been covered under item 7.</p>	SC/ SFW/ NS
10	<p><b>Search, Remuneration and Performance Committee</b></p> <p><b>The Board considered the reports from the meetings on the 4 May and 20 June 2022</b></p> <p><b>RESOLVED: The Board considered and approved the:</b></p> <ol style="list-style-type: none"> <li>1. <b>Cycle of business for 2022-23</b> noting that all committees have considered and recommend to approve their cycles and that the cycle is in place until Christmas and will be extended if there are any further merger delays.</li> <li>2. <b>Membership for 2022-23</b> with no proposed changes due to the merger timelines.</li> </ol> <p><b>RuTC College Principal recruitment</b></p> <p>The Chair passed on congratulations to JJ for securing the role at a good College in the Southwest. The replacement for a RuTC College Principal is a critical appointment which the College is working on with FEA. JJ will stay involved in the appointment informally and JJ welcomed this position.</p> <p><b>RESOLVED: The Board approved the selection panel and the timelines for recruitment.</b> SK noted that the Committee had asked FEA to accelerate the timings as much as possible to minimise the risk</p>	

	<p>around the role.</p> <p>The Chair noted the <b>HCUC appointment of Keith Smith as Group CEO Chair at HCUC</b>. This is a really strong appointment. KS is a senior figure in DfE and a well-recognised policy, strategy and delivery director. There had been an intensive two day process and KS was unanimously recognised as the strongest candidate. KS is the author of the Skills white paper.</p>	
11	<p><b>Finance and Resources Committee</b></p> <p>The Board noted the minutes of the meeting of 22 June 2022.</p> <p><b>Subcontracting.</b></p> <p>JA reported that the College was committed to minimising subcontracting and have two trusted subcontractors. JJ had assured the Committee that contracts are as minimal as necessary.</p> <p><b>RESOLVED: The Board considered and approved the Subcontracting and Supply Chain Policy</b></p> <p><b>RESOLVED: The Board considered and approved subcontracting of GLA AEB funding for 22/23 to the Colleges established sub-contractors for the following amounts:</b></p> <ul style="list-style-type: none"> <li>• Lifelong Learning Centre Ltd UKPRN 10024635 £99,000</li> <li>• Adult Training Network Ltd UKPRN 10000147 £99,000</li> </ul> <p><b>RuTC Trading Services Limited</b></p> <p>JA reported on the proposal that came to FRC to wind up the company. There had been a good debate and discussion about the recommendation and the Committee had noted the importance of its role in demonstrating the College is part of the community. Following SLT discussions the position on Trading Services will be reviewed later in the year. SW noted that HCUC are currently negotiating the contract with Aramac. Because of timing and TUPE SW felt it would be prudent to have January 2022 as a timeframe for making a decision.</p> <p>JA reminded the Board that confidentiality is important around this matter due to the implications for staffing.</p>	
12	<p><b>Audit and Risk Committee</b></p> <p>The Board noted the minutes of the meeting of 14 June 2022</p> <p>VN reported that the Committee was disappointed not to have deep dive on health and safety which is a useful part of the Committee's work and this will be scheduled for the next meeting.</p> <p>The Chair reported on an investigation into a breach of internal financial controls. Management have dealt with this and there are no consequences to the College. SW noted that internal controls have been strengthened and there are weekly banking reconciliations. G4S is contractually obliged and failed to comply on its contract to pick up cash and have confirmed that they will now be onsite every Thursday.</p>	
13	<p><b>Meetings for 2022-23: 19 October and 14 December 2022</b> (17.30 starts)</p> <p>The Board noted the meeting dates. [After note: Eversheds have recommended scheduling a further extraordinary meeting in the week of merger to cover off any late signings from third parties as part of the legal work.]</p> <p>The Chair thanked everyone for all their work this year. There has been resilience through this tough year. Difficult new information was presented at this meeting. This will be worked through, and the College will be focused to make the right point to the people who need to understand the impact that it has on the College and the wider community.</p>	
14	<p><b>Any other business</b></p> <p>There were no items raised. The Chair encouraged governors to come into College and looked forward to the suggestions for governor support from COk and HL, while being mindful of the many demands on time for staff and governors.</p> <p>The Chair passed on Board thanks to the student governors whose term of office now ends.</p> <p>The Chair wished everyone a well-earned break over the summer.</p>	
[Staff and student governors and officers depart – 20.00]		
15	<b>The confidential minutes from the meeting held on 17 May 2022.</b>	
16	<b>Confidential Search, Remuneration and Performance Committee</b>	

	<b>1. RuTC Principal terms and conditions</b>	
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Meeting closed: 20:14