

BOARD MEETING
Wednesday 7 October 2020 17:30-19:30
Boardroom and Teams
Draft minutes

Board	Independent Governors: Ian Valvona (Chair of Corporation); Sue Kingman (VC); Andy Chew (VC); Elaine McMahon (interim CEO and Principal); Vincent Neate; John Poole; Rosh Sellahewa; Mike Sutcliffe; Jim Marshall; Alex Gallagher; Helen Litvak Staff Governors: Neal Hook; Cait Orton. Student Governors: Japneet Kaur; Hamish Murray
In Attendance	Jason Jones (Deputy CEO & Principal, Curriculum and Quality); Ian Rule (Interim Finance Director); Alison de Lord (VP HR & OD); Sheila Fraser-Whyte (Executive Director, Business Development & Innovation); Chris Dearnley (ESFA) (observer); Sarah Connerty (interim Governance advisor); Ellie Woods (Board support)
Apologies	Hamish Murray; Helen Litvak

Item	Item Description	Action
0	Extension of term of office of the interim Chair to 31 July 2020 The Chair of SRP asked governors to consider item 13.1 to approve the extension of the term of office of Ian Valvona as Chair of the Board and removal of the interim designation. She explained this was to see the SPA process through and the implementation of either the standalone or merger process. RESOLVED: The Board approved the extension of the term of office of Ian Valvona as Chair of the Board and removal of the interim designation. (IV joined the meeting at 17.37)	
1	The Chair welcomed everyone to the meeting. Apologies were received from Hamish Murray and Helen Litvak. Vincent Neate joined the meeting at 17.40	
2	Declarations of interest Rosh Sellahewa declared an interest under the VAT discussions as an employee of Deloitte. Neal Hook and Cait Orton declared an interest under the extension to staff governor terms of office.	
3	The minutes from the meetings held on 8 July 2020 and 28 September 2020 were agreed as a true and accurate record. The written resolutions were ratified: <ol style="list-style-type: none"> 1. 10 August 2020 – LEAPIC submission 2. 11 August 2020 – GLA Emergency Recovery Support Funds 3. 5 October 2020 – SPA standalone proposal 	
4	Actions and matters arising <ol style="list-style-type: none"> 1. JJ noted that the diary of events has been circulated. The GOAL walks are pending and will be circulated next week 2. Governors attending remote learning – JJ to circulate when available 6 & 7. College Operation Group meetings and CLT have Ofsted preparations as a standing item on their agendas and JJ suggested that a fortnightly update via email is a standing item for the Board. JJ noted a very useful update from Paul Joyce Deputy Director of Ofsted in TES which details what Ofsted visits will look like is circulated to governors https://www.tes.com/news/coronavirus-what-will-ofsteds-interim-visits-actually-look The Chair noted that at the recent update from the Kingston and Richmond Safeguarding Children	JJ JJ SC

	<p>Partnership (KRSCP) it had been noted that that Board will be receiving updated safeguarding training. The Chair asked for details and JJ suggested that the session focuses on safeguarding for governors in preparation for an Ofsted visit. JJ to take forward with SC to arrange a date.</p> <p>The Chair pointed governors to the updated Keeping Children Safe in Education Safeguarding session as required reading.</p> <p>16 – AG’s request for further financial information and growth – EM noted that this is included on the agenda.</p> <p>The Chair noted that the July actions around EDI had been completed but that EDI is an ongoing action for the Board and noted that a verbal update is included on the agenda.</p>	<p>JJ/SC</p> <p>All</p>
<p>5</p>	<p>Quality Improvement</p> <p>1. Quality improvement plan (QIP) update</p> <p>JJ reported as follows:</p> <ul style="list-style-type: none"> • The report gives an update on outcomes. Heads of School (HoS) are working with the Head of MIS to close down the remaining results • The achievement rate is 84.4% which is up by 1.4% on last year, but still below the national average of 85.6% • The development of the QIP for 2020-21 is in progress. The College Self-Assessment Report (SAR) runs parallel to the QIP as part of the first stage of the newly implemented quality cycle. The first stage is at curriculum level which is currently in progress and the whole College QIP will come out of this <p>JJ asked for any thoughts on the direction of travel or any areas governors feel are missing on the report.</p> <ul style="list-style-type: none"> • The Chair asked about the relative weighting and resourcing in the QIP and how to pick up the big ticket items among the less significant areas in terms of resourcing • AC asked about CPD in light of Covid and if anything is having to be adapted. JJ noted that he had met with AdL and key members of the team to discuss the CPD strategy for the year and agreed three key themes. The areas are the quality of the learning experience, team work collaboration and curiosity and transition into new learning spaces. He noted that more now than ever resource is needed, and increased training is taking place including fortnightly training sessions as well as training days. • The Chair welcomed the focus on EDI which is central to the quality approach • SK noted that there isn’t anything included around systems and how systems impact on quality and asked if this should be picked up in the QIP. JJ noted that there is a link in the attendance section. A lot of work has been done on timetabling to make sure the right systems are in place and attendance is monitored. JJ agreed to formalise in the action plan around each of the areas. JJ explained that there are a number of reports that go out weekly to HoS that inform the conversations he holds with them around compliance. • SK noted that there is a tie in with the Ofsted review so would be good to have a link between the two • The Chair asked CD for any thoughts and CD noted that the mechanism and the data that feeds back to the Board is important to understand the systems in place and there should be clear transparency on quality processes that is understood by the Board • JM noted that the QIP talks about attendance and training and asked if there needs to be something in the QIP to deal with Covid and remote learning and continuous improvement that the Board should be thinking about. He noted that teaching remotely might be with us for a long time and should we think about that more. JJ explained that it is going to be crystallised in the attendance, punctuality and behaviour, Value Added and high performing teams sections. The team are catching up more than weekly to tweak adapted delivery, and even without a lockdown remote learning is going to be with the College for a long time. There are implications for staff working and wellbeing. He assured the Board that it is feeding into everything the College is doing around staff training and CPD • VN asked where quality of teaching in the classroom comes in and whether the College has a view on what a good quality lesson is and how that is measured. JJ noted that this is addressed under high performing teams. The College does have a view on what a good lesson 	<p>JJ</p>

	<p>is and measures it in a number of ways as part of value added, through lesson observations (which has morphed into a collaborative learning approach which gets people supporting each other to try something new and be creative about their teaching processes), GOAL walks and the opportunity to walk the floors and through five teaching and learning advocates who support teams to continually improve and aspire to outstanding lessons.</p> <p>The Chair noted that the QIP is a working document and is being developed in discussion with a range of different groups and will link into the emerging new strategy and is in the context of the SPA.</p> <p>The Chair asked the Board if they were content to agree the direction of travel on the themes and actions, many of which are recognisable from last year and the Board confirmed they were.</p>	
6	<p>Interim Principal & CEO Termly Report</p> <ol style="list-style-type: none"> 1. KPI targets for 2020-21 2. Delayed BTEC results and final report to the Board <p>EM reported on progress to date explaining that it has been a very busy period. She was appointed on the 1 September and has agreed with the Chair and the Board a range of areas to keep focused on for the organisation:</p> <ul style="list-style-type: none"> • Prepare a one-year strategic plan and revised corporate and academic plans • Prepare a standalone proposal for the SPA and ensure SPA outcomes are delivered • Deliver an excellent student learning experience through continuous quality improvement • Develop and implement a culture change programme • Ensure the College remains operational during the Covid19 pandemic • Deliver the Phase 2 STEM building project on time and within budget • Grow student numbers and deliver financial projections <p>A lot of consultation has gone on with Board members, the staff and some students. External stakeholders have been updated and have had the chance to comment. A list of stakeholder engagement is available through the governance office and that will be kept running as a regular update.</p> <p>In terms of the strategic plan EM thanked everybody who has contributed to it. The plan builds on the change plan from 2019-20 and has clear objectives and is based on the five items for the change plan for 2020-21. The priorities are linked with the mission statement and reinforce the commitment to achieving them. The strategic plan will be put into a format for release by the Marketing team and will be shared with the Board before release.</p> <p>The KPI targets for 2020-21 have been considered by the Committees. They are refreshed and based on the development and incorporation of all the work that has gone into the strategic plan and they also benchmark sector targets. This is a big stretch for the College this year that the CLT have debated but it has been agreed by CLT that the targets should be ambitious and stretching and in line with sector.</p> <p>There is a trend from 2018-19 and 2020-21 looking at an upward trajectory in all categories. Value Added is a number one priority this year. The stretch and challenge of individuals to ensure they really achieve their best while they are at the College hasn't been done to date. Work experience is going to be more of a challenge than usual, and enrichment will be developed in a different environment under Covid. EM explained that the context is different and the CLT are trying to be realistic about what can be achieved.</p> <p>The Chair noted that at the recent Finance and Resources Committee (FRC) RS had asked about staff satisfaction and asked if the actions from the meeting had been implemented in the KPIs. AdL reported that she had included the benchmarking data from the survey provider, QDP, to show the national benchmark to provide context which is 65% against College targets of 65% and 63%. She noted that she is not sure whether this is stretching enough.</p> <p>The Chair commented that there are a lot of KPIs and asked EM to put together a collective view on the top 5.</p> <p>The Chair noted that there are average contributions by curriculum and asked if there will be the opportunity to look across the various rates by school. IR reported that in the management accounts there will be a schedule on how each school is performing and the average figure will be included in the KPIs. The Chair asked if there is a sector wide benchmark when looking at these numbers. IR</p>	<p>EM</p> <p>EM</p>

<p>reported that historically funding followed cost profiles, but it is now flat funding across the piece. This was looked at during the Tribal benchmarking. When the budgets were put together a lot of the cost is around capital investment which doesn't get drawn through in the management accounts. He noted that in terms of direct income and pay costs there is surprising little difference. He agreed to keep this in mind and consider refining the reporting further through the year.</p> <p>JM asked if the Board will get regular updates against the KPIs. EM noted that updates will come through the Committees and each target will have a dialogue before it comes to the Board linked to priorities and progress against them. AdL noted that the staff satisfaction targets are dependent on surveying.</p> <p>MS noted that attendance is going to be measured in two different ways with remote and face to face teaching and asked if the target will be reconfigured. JJ explained that the expectations around attendance are still the same with the expectation for students to attend 100% so the targets will not be altered. There is an agreed protocol to mark remote lessons with attendance for remote learning based on logging into the session and submitting a basic log of learning. New codes for attendance, including remote attendance are already in place and are being used to support reporting to the Department for Education (DfE). EM added that this is a new measure from the ESFA for attendance monitoring.</p>	IR
<p>The Chair asked governors if they were content with the schedule of KPIs and asked the CLT to think about key KPIs such as attendance, student and staff satisfaction and staff costs as a percentage of income so the top ones can be looked at as a priority by the Board.</p> <p>RESOLVED: The Board approved the KPI targets for 2020-21</p> <p>EM reported that the SPA proposal has been approved and was submitted on time. There was a tremendous amount of work done by the CLT and support and contributions by governors. She noted that it came together so well because the College could see itself as standalone. The HCUC and STCG proposals have been received which will be scored and submitted by Saturday ready for the steering group on the 14 October. EM is able to take the views of JJ and IR for scoring the curriculum and financial sections of the proposals. At a first look both potential merger partner's proposals show a good case which is what you would expect at this stage of the process. There is a meeting with the ESFA and FEC on Thursday to discuss processes.</p> <p>BTEC results delay – EM reported that a large piece of work went into analysing what went wrong with internal processes and communications. The Board received progress reports through the investigation and a final report to reassure them the matter was being addressed and resolved. The report concludes that the issues were around communications internally and processes that weren't fully implemented. The investigation was useful as it has flagged up other processes that weren't happening which are now being concentrated on for this year. No student has been disadvantaged by the issues and every problem has been resolved. There were some issues that emanated from Pearson and a number of colleges experienced problems.</p> <p>The Chair noted that it was a serious issue and he was pleased to see that no student had been disadvantaged. SK noted that this is one system where checks and balances weren't in place but that there have been a series of incidents and questioned whether a more systematic review is required. EM agreed this is a valid question and that the CLT are aware and need to keep this in the fore, it is about continuous quality improvement and how the College embraces that going forward. There may need to be audits to get an objective view which can be done both internally and externally as the College can't afford for this to be a recurring issue. She noted that it is a cultural issue about process and practice.</p> <p>JJ noted that it had been useful talking to the National Leader of FE and sharing with them what happened and gleaning their processes. The processes are correct but there were things falling through the gaps and that is now resolved. EM noted that it is about following the student experience all around and going into the classroom and workshops and looking at systems and how that is impacting on the learner. Alongside that it is looking at all the data and systems throughout the year and engaging with the support staff and teaching staff on processes and with MIS on the data.</p> <p>SK noted that it is about understanding all the data elements in the College, how they work and having checks in place to make sure the data is moving properly and users are using the systems</p>	EM

	<p>effectively.</p> <p>JJ reported that he had met with the curriculum link at Pearson to satisfy himself that the conclusions in the report were correct. It was and the College weren't the only College to experience difficulties which had been exasperated by Covid.</p> <p>MS noted that policies and procedures are in place, but it is about human error and he would have expected there to be training included as a priority. JJ reported that he has arranged with the Nelson College for key College staff to meet with their people to get the processes right. MS suggested this makes sure that staff at RuTC can apply in our context. JJ agreed and in terms of the processes it is standard, and they run similar qualifications so the College should be able to ensure it is adopting processes that are proven to be effective.</p> <p>VN explained that the ARC had considered the issue of systems in some detail at its last meeting and will be having a risk deep dive on this area. The priority for a Covid response deep dive means it will take place at the March 2021 meeting. JJ welcomed this.</p>	
7	<p>Annual Safeguarding report</p> <p>CO referred governors to the summary paper with an overview of safeguarding activity which has already come to CQS and Board through the year. Key points raised included:</p> <ul style="list-style-type: none"> • Year on year there is the same total number of students known to the team • Mental health is the biggest referral category • The summary details serious incidents that occurred through the year. • Achievement rates for the care experienced students has increased to 82% since the report was published for the CQS committee and there is a further small amount of movement expected with two outstanding results awaited. • 31% of students (558) are in receipt of bursaries • A section on staffing is included in the report to provide the Board with assurance on staff capacity within the team • An update on policies and procedures notes that the annual Section 11 Audit has been completed and returned to KRSCP, the College is formally included in the Mental Health Trailblazer project, JJ continues to sit on the Kingston and Richmond Safeguarding Children Panel (KRSCP), the Head of Student Services attends a task and finish group for Vulnerable Children and Adolescence looking at those at high risk of becoming NEET, the College partners with a local GP service to provide access to health services and staff training and College policies around safeguarding are up to date and ongoing and in line with Covid guidance • During lockdown the Government issued a definition of vulnerable young people and the team are using this guidance to inform prioritised monitoring of certain groups of young people • The College is working with KRSCP on its CPD to make sure training is appropriate for staff in person and remotely and is working in collaboration with its partners <p>The Chair thanked CO for the report and for the work CO and her colleagues carry out. He noted that the report and safeguarding at the College was discussed at some length at CQS. He noted the recommendation for governors:</p> <p>RESOLVED: All governors to read the updated version of Keeping Children Safe in Education, DfE, September 2020 and confirm once completed with the governance office https://www.gov.uk/government/publications/keeping-children-safe-in-education--2</p>	All
8	<p>Equality, Diversity and Inclusion</p> <p>JJ reported that the EDI committee was re-established last year in the spring term. Marc Dodi, a new member of staff, volunteered to Chair the Committee working with Hope Stubbings and Cait Orton in Student Services. Hope has recently left the College and a replacement is being recruited. Marc wrote the EDI policy which was approved by the Board in July. It was agreed that the EDI report would be produced post October half term to feed into the EDI action plan in parallel with the College SAR and will sit alongside the QIP so it is front and cycle in the quality cycle. It will be included as part of Curriculum Performance Reviews so that it remains live and current. The EDI Committee is meeting just prior to and just after October half term to take this work forward and Marc will also be meeting with the student body who he had previously met during the start of the Black Lives matter campaign.</p>	

	<p>appropriately marking up the status of the information.</p> <p>AG asked about the numbers for next year and if there is any understanding of why people are booking so far in advance. SFW reported that there have been 444 enquiries and 200 applications which is over 100 more students than last year. Applications opened up 10 days earlier and there has been a lot more interest than in previous years. The College will be getting in contact with those people to look at the breakdown of the courses and this can include a look at the background for the application. SFW agreed to take forward and report back to the Board. JJ noted that the A level take up is intriguing and may be related to the breadth of offer. EM added that feeder schools for the College have small sixth forms, so it is about choice and offer with students being attracted to the range of courses. SFW noted that a lot of 16-18 students don't put the schools they came from and this is being followed up to allow the College to focus the advice and guidance it provides to schools.</p> <p>2. Emerging achievement rates</p> <p>JJ reported that the current rate for 16-18s is 84.4% subject to final outcomes from last year. SFW reported that the current rate for Apprenticeships is 50% which is 5% up from last year. There are a couple of areas that have exceeded the national average and a couple below and a detailed report will come to the CQS Committee. SK asked if this puts the College into the 3rd quartile and SFW agreed to check.</p>	<p>SFW</p> <p>SFW</p>
<p>10</p>	<p>Finance:</p> <p>1. July 2020 Management Accounts</p> <p>IR reported that the overall position is very close to the forecast which gives a lot of assurance. There are a couple of variances. FRS102 pension charges and some of the lease packages were not included in the forecast which does mean some adjustments. At the end of August 2020 £1m from the redevelopment fund was set to the College. Cash flow as forecasted sets up well for the coming financial year.</p> <p>JM reported that IR has gone through the key points. Despite all the uncertainties from lockdown the overall position is as forecasted, and the College is on track to move to a more solid financial position in the future.</p> <p>AG asked for access to some of the detailed numbers around the commercial income to underpin what the College is doing to get back on track. IR reported that the main single item is the catering subsidiary to the College. The rest of the numbers are lettings which is not large. SFW has a development plan which could be shared to show the more detailed thinking in the forecasts. SFW noted that the plan details what the College is looking to do around the local community, training and potential sponsorships. SFW suggested putting together some details about the commercial income and what is co funded. AG asked about any development into professional courses. SFW explained that the College has a small commercial income plan but there is no history for this as it has always been a 16-18 College. It is an emerging picture and for the first time more adults than ever before are coming through the doors. She explained that it is a plan moving forward, but the team doesn't have the infrastructure to develop it yet. She added that there is a big competitor in Twickenham who runs professional courses.</p> <p>RESOLVED: SFW to send information to AG on commercial income and development plans and a meeting to be organised to discuss further</p> <p>IR reported that since preparing the accounts the actuaries report on pensions has now come in which is specifically for FRS102 and prepared for accounting purposes. It is a worsening of the position with the liability growing from £11m – £17m. This is mainly due to the reduction in the discount factor. He noted that this is a common pattern across government pension schemes.</p>	<p>SFW</p>
<p>11</p>	<p>Risk Register</p> <p>The Chair asked if there is a summary paper on the risk register and AdL confirmed that there isn't but it is the same document produced for the standalone proposal which the Board have already reviewed. The document sets out the current College risks and the additional risks for merger. EM reported that a lot of work has gone into the risk register and it has been a rigorous process. AdL reported that there are emerging risks and there is further work to add in dependent on the outcomes of the HMRC VAT issues. Operational risk registers are in progress and this work will be built into the College risk registers.</p>	
<p>12</p>	<p>College Redevelopment Project Group (CRPG)</p>	

	<p>Report from meeting of 16 September 2020</p> <p>AC reported that the meeting had gone well with a lot of positive news. Phase 1 has been completed and final accounts agreed within budget; enabling works for Phase 2 are in line with the project plan; there has been a pleasing outcome with Clarion and the issues around vacant possession and the GLA are supporting the College to fund the penalty rents; the Committee approved the appointment of ISG for the STEM centre programme; KLM demolition has gone well despite asbestos being found and a contingency has been arranged for its safe disposal; town planning consent for the STEM centre is moving forward; remodelling for the sports hall is underway and the College has secured an additional £560k for improvements; sundry costs around the music room were approved at an additional £60k over budget; progress on the zero rating for the Richmond building was discussed; GLA LEAPIC funding has been endorsed and the GLA continues to be very supportive of the College. AC noted a discrepancy between the CRPG terms of reference and the updated Financial regulations which had been highlighted at the meeting and was being addressed by IR. SFW added that the Heads of Terms with Clarion are being finalised within a two-week window as Clarion are putting hoarding up in October half term. The partnership is going well with Clarion using the College restaurant for events.</p>	
13	<p>Search, Remuneration and Performance Committee</p> <p>Report from meeting of 22 September 2020</p> <p>SK took the report as read unless governors had questions on any of the items. She referred to the section of the report which details the work that will need to be done if a standalone option is approved. This has already been discussed in principle and an extraordinary SRP is scheduled for the 17 November. Work includes recruitment to the Board in line with the strategic plan for skills and focusing on positive action to improve Board diversity. An external review of governance will be undertaken funded by DfE and run by the AoC. Currently the Board has nine independent governors and there is the capacity to increase this with a focus first on Committee areas where membership is tight like Audit and Risk Committee.</p> <p>RESOLVED: The Board considered and approved the following items:</p> <ol style="list-style-type: none"> 1. Update to the Standing Orders to streamline with the Governor Expenses Policy 2. Membership items <ol style="list-style-type: none"> 1. The extension of term of office for the staff governors from February 2021- 01 July 2021 due to the SPA process 2. The extension of term of office of Ian Valvona as Chair until 31 July 2021 and removal of interim designation 3. The appointment of John Poole as a co-opted governor on the Audit and Risk Committee (ARC) effective from 7 October 2020 for a one-year term of office 3. The strategic priorities for 2020-21 for the CLT 4. The following Policies: <ol style="list-style-type: none"> 1. Remuneration Policy for Senior Post Holders 2. Disciplinary Procedure for Senior Post Holders 3. Grievance Procedure for Senior Post Holders 4. Guidance on Grievances Against Senior Post Holders 	
14	<p>Curriculum Quality and Standards Committee:</p> <p>Report of meeting of 23 September 2020</p> <p>MS reported that the Board has covered the majority of CQS's items during this evening's agenda. He noted that the Committee had considered the quality and curriculum KPIs in some detail and that safeguarding is a standing item at each Committee meeting. Mental health and wellbeing was a key item at the last meeting and was looked at in terms of the growing focus and support need for students. The College is one of six colleges in the South West London Mental Health Support Teams in colleges NHS trailblazer. The Chair reported that the Borough of Richmond has the lowest spending on mental health in London. The Committee had previously discussed bringing in a link governor with a specific role around mental health and wellbeing and asked the Chair for a progress update. The Chair reported that he is still keen to get a governor who is identified and responsible for taking forward mental health and wellbeing for the Board. He wants to learn more from the Cluster about what the role would be and how it is working in other FE colleges and at the moment he doesn't have</p>	

	a clear understanding of that. He agreed to get that understanding from STCG who have a mental health governor in role and from other colleges and to report back to the Board. RS queried who RS is in the report and JJ noted that this is Rachel Scarborough the College's new Head of Student Experience. It was agreed to make sure that abbreviations in reports are clearly explained.	IV SC
15	<p>Audit and Risk Committee: Report of meeting of 29 September 2020 RESOLVED: The Board considered and approved the Risk Management Policy and Procedure and the External Audit Strategy 2020-21</p> <p>VN updated governors on a discussion at the Committee around the deferred internal audit on IT due to the workloads of the IT team during the move to the new building. This had been rescheduled for spring 2021 but has been moved to the period after October half term 2020. There had been a long debate at the Committee about whether the penetrations testing from an external company constituted enough to satisfy an internal audit of IT and it was agreed that more work is required. The Chair agreed on the importance of this happening in a timely way.</p>	
16	<p>Finance and Resources Committee Report of meeting of 30 September 2020</p> <p>RESOLVED: The Board considered and approved the following items:</p> <ol style="list-style-type: none"> 1. Update to the Financial Regulations to rectify the discrepancy between the CRPG terms of reference and the approval delegations 2. Health, Safety and Welfare Policy <p>JM noted that the Workforce Composition Report contains some very interesting work and highlights the College's need to think about diversity of staff to students, staff absence and staff turnover. The Committee had debated staffing levels generally and the importance of monitoring the pressure on support staff numbers which had been cut back for financial security. With the increase in student numbers this can be kept an eye on for the future. The Board asked if this was included as a risk. Adl noted that the risks associated with staffing levels will come through in the operational risk registers and that there are some known pinch points which she will be working on with EM. There are issues with teaching staff work loads who are managing remote and face to face learning alongside tutorial groups and getting to know students plus the pressure on support staff who have been cut and are lean. She reminded the Board that it is important to make sure staff are ok and be mindful that the extra income from increased student numbers is not with the College yet.</p> <p>IR updated the Board on the VAT zero rating which has become an issue. The initial calculation was 24% (£1.6m) which IR upped to 30% in the forecast. The final workings have confirmed 37% which is worth £2.5m and a £900k improvement. HMRC's position has hardened and they are not willing to issue a second certificate. The College is in discussions with Deloitte and PWC to get proposals to take forward. There is a risk that this position if not resolved will worsen the financial plan by £400k. SK asked for this risk to be explained. IR noted that he had increased the figure in the plan as he had expected it to be a matter of process, but it had not been signed off by HMRC. IR noted that if merger is the outcome of the SPA it is not worth moving forward on the case with HMRC so a decision to proceed will be taken after the SPA outcome is finalised. IV asked about professional fees and IR noted that these would be a six-figure sum. AC asked whether a delay will weaken the case for the College and IR noted that he had looked into this and it is not an issue.</p>	
17	<p>Meetings for 2020-21: 11 November 2020; 9 December 2020; 24 March 2021; 14 July 2021 Holding dates: 27 January 2021; 28 April 2021; 10 June 2021 (all 17.30 starts)</p>	
18	<p>Any other business</p> <p>The Chair noted the huge importance of the Committees and the amount of business coming through to the Board and thanked Committee chairs and members for all their work.</p> <p>AC asked about the SPA meeting scheduled for the 3 November and how it will be stage managed. The Chair noted that there is a meeting with Richard Atkins (FEC) and Steve Bagley (ESFA) tomorrow</p>	IV

	and he would circulate an update of the conversation after the meeting.	
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Meeting closed: 19.45