

BOARD

Wednesday 9 November 2022 18:00-20:00 Boardroom and Teams

Draft minutes

Board	Independent Governors: 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; Helen Litvak; Rosemary Scully; Peter Flew Staff Governors: Cait Orton. Student Governors: Twahira Mohammed; Camryn Eshete
In Attendance	Susanne Davies/Tej Masaun (Interim VPs 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 RuTC and HCUC); Rachel Scarborough (Head of Student Experience) and Chidi Okolo (Director of Quality and Compliance) for item 6; Nolan Smith (Fusion) for item 8.8 and 10.1); Chris Dearnley (DfE) (observer); Sarah Connerty (interim Governance advisor)
Apologies	Rosh Sellahewa; Cait Orton

Item	Item Description	Action
1	Welcome and apologies The Chair welcomed colleagues and the new student governors CE and TM, and the interim AP Curriculum and Quality, who is working alongside SD, to their first meetings. . Everyone introduced themselves and welcomed the new student governors to the Board. Apologies received from RS and CO. RSCa will cover the safeguarding items on the agenda. The student governors noted that they are in their 2 nd year studying art and design and 1 st year studying English, Applied Psychology and Media. The Board ratified the Student Governors for 2022-23 noting that the student governors were appointed through the Student Council process. The Chair gave a very warm welcome to the student governors.	
2	Declarations of interest There were no declarations received.	
3	The minutes from the meeting held on 6 July 2022 and 25 August were agreed as a true and accurate record. The electronic resolution from the 18 October 2022 on the date for dissolution was ratified.	
4	Actions and matters arising Action 1 and 2 – Roadmap and governance timeline for capital and planning to be produced. Due to the uncertainty of timeframes this has been changeable. Matt Atkinson has worked with Nolan Smith (Fusion) and SFW to produce a merger timeline document (item 8.9) and the CRPG received a timetable of signing dates (item 10.1). This is on the item at 8.8. Action carried. Action 4 – Work experience and enrichment reporting – this is included in the QIP (item 8.2). Action carried. Action 5 – The Board made it clear there is a systemic issue at the College and it must be a pressing question on how do we fundamentally change the culture so we don't experience these issues into the future –The Chair noted that this is a fundamental action, following the discussion at the extraordinary meeting in August 2022 around work experience and enrichment. The Chair proposed this remains an open item. The merger and specifically securing merger and the work on the post-merger transition plan is the place to start to unpack this challenge. The Chair noted that this is a serious point and conversation and asked for any thoughts from the Board.	NS/SLT JJ IV/JJ

	<p>PF asked is this part of the transition plan and is it an area that HCUC are aware of and is it something they will be addressing about the merged Group's culture. The Chair noted that HCUC is aware that there are systemic issue of culture. It is about breaking it down it areas of work, for example SK has been raising concerns for some time around MIS compliance. It is about systematically going through the areas with a new Group and leadership and shifting the systematic issues identified. The question is does this amount to a change in culture. PF noted that these things do take a long time and cited the PPR meeting he had attended where there was reference to the exams issues. It is about keeping a handle on things and continuing to monitor issues. PF suggested that it would be good to look at a sample area and bring an independent person in to unpick attitudes and why things are wrong. PF noted that the merged Group is not a separate entity; it is us but with more people. The Chair noted that there are areas that can't wait until the 4 January 2023 and need to be worked through and resolved now. Other issues will take much longer to work through and it is about breaking it down issue by issue. JJ reported that the exams problems were a systemic issue that KR is working through and bringing back a finalised action place to SLT this week. [18:22 – RSc arrives].</p> <p>JJ noted that HCUC have been through a merger in the last five years and the cultures of those organisations were very different. HCUC are alive to the fact that this will be a lot of work. SW noted that he joined HCUC five years ago. There were differences but over time attitudes and getting into that mind set does move. It is about recognising that it will take time.</p> <p>The Chair summarised that this is a serious challenge that is not being stepped over. Action to remain open.</p> <p>Action 6 – Functional Skills English and Maths decline. SD to report on the national picture – SD reported that she is not that close to this and asked COk to update. COk noted that the actions on FS have been incorporated in the QIP and have been slimmed down to focus specifically around how the performance of E&M can be raised. JJ noted that this is an action about the national picture and it was agreed to report later in the agenda. ACTION carried.</p> <p>Actions from 6 July 2022:</p> <p>Action 1 – Governors to provide suggestions for speakers around employability and alumni for students – The Chair, RSc and VN have contacted Alistair Sutherland (Assistant Commissioner for City of London Police and now Deputy Chief Constable of the British Transport Police), Tom Ilube (entrepreneur and philanthropist) and Bena Mehta (KPMG chair) and passed contact details to RSc – RSc noted that Tom has been in and met with a business group of students, and there is no date for Bina or Alistair to date and this will be added into the careers action plan. VN suggested that this ought to be more of a systematic process looking at who are the interesting alumni and be part of the way that the College operates with its alumni. It should be part of the process of providing extra curriculum sessions to support students. JJ reported this is a fair challenge which will be picked up at SLT.</p> <p>Action 2 – A more measurable and granular Learner Voice action plan to be produced – on the agenda at item 6.1</p> <p>Action 3 – Student Survey – on the agenda at item 6.3</p> <p>Action 4 – HL to meet with COk and RSc to hear more about the student survey outcomes, offer support and feedback to the Board – this meeting took place on the 18 October. HL reported that there was a good meeting of minds and today's report was discussed. The student experience is so critical to recruitment and retention. COk reported that the next steps will be discussed under the survey item. It is all about ways to better capture the student voice in real time. There is a plan to immediately capture this through QR codes rather than the longer term surveys which will allow the College to drill down to particular courses and be more responsive to the student voice. A further meeting with HL will be planned to share ideas and update on progress.</p> <p>Action 5 – Student Behaviour action plan to be monitored fortnightly at SLT meetings report to CQS and the Board – JJ to confirm it is reviewed fortnightly at SLT meetings. JJ noted that the plan came to the last CQS Committee and is on the agenda at item 6.2. SLT look at student behaviour on a weekly basis and updates will come to the CQS Committee.</p> <p>Action 6 – the Board asked for the shortfall of the budget to be worked out and come to SLT and the Board if needed – SW to report on the agenda at items 8.3-5</p>	<p>SLT</p> <p>SD</p> <p>SLT</p>
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<p>5</p>	<p>Safeguarding report</p> <p>RSCa reported that the report is about last year’s data and any incidents. The report came to the CQS Committee. There is a meeting with British Transport Police and station staff about an ongoing issue from last year. The College is working hard on safeguarding and behaviour and it comes through SLT weekly.</p> <p>RESOLVED: The Child and Vulnerable Adult Protection Policy was approved.</p> <p>RSCa reported that the policy is aligned with HCUC’s policy, has all the KCSIE updates and terminology changes included and has been through the CQS Committee.</p> <p>Strategy and Board oversight of students facing barriers and challenges including SEND</p> <p>The Chair reported on previous discussions at CQS Committee about students with special educational needs and disabilities (SEND). Following a request from the Committee the Chair and RSCa met to talk about vulnerable and disadvantaged students and the opportunity for RSCa to think about the best way to report to the Board on the achievement and experience of a wide variety of student groups in advance of a December meeting to bring a more worked up plan. The context of merger and how HCUC reports and monitors groups of students and the barriers and disadvantages they face is very relevant.</p> <p>RSCa noted that she has had a conversation with Kath Rangeley about vulnerable student tracking at HCUC and will meet with HCUC counterparts to discuss further. SEND has statutory remits so it would be good to broaden out and keep governors in the loop so governors do have an oversight on SEND. The vulnerable group includes all protected characteristics and HCUC include financial hardship. The College already has a good oversight of care students.</p> <p>The Chair asked what will come to the December meeting and is this an opportunity to work with Dylan McTaggart to take the work forward. RSCa noted that the meeting with HCUC needs to take place to link up and work together in the first instance.</p> <p>The Chair asked MS to ensure that the CQS Committee in November includes a discussion on vulnerable students with a line of sight to the December Board. MS noted that there is a CQS Committee planning meeting on Friday afternoon and suggested that RSCa feeds in any ideas to officers prior to this. The Chair noted that the Board would look forward to a more tangible proposal.</p>	<p>RSCa</p> <p>RSCa</p>
<p>6</p>	<p>Student voice update</p> <p>1. Learner Voice Action Plan (action 2)</p> <p>RSCa noted that this came to CQS Committee and there have been more positive steps forward. There are now over 60 student reps. The Cross College Forum has been moved to next Monday. Student reps have all got a working group to have a focused part in the student survey and student experience.</p> <p>COk noted that focus groups as part of lesson visits are taking place. There is a positive sea change. Once survey results are in there will be further reflection on the outcomes.</p> <p>2. Student Behaviour Action Plan (action 5) and Learner Voice Strategic Rapid intervention plan</p> <p>COk noted these define the actions taken from the feedback from students and the progress made against them. There have been inroads into timely action. There is still more work to be done. The College is looking at ways of more timely responses to student voice. The College is making progress and rapidly addressing items.</p> <p>HL noted that student experience is front and centre in a competitive market place. Can benchmarking be done on other colleges that are cited for being good at the student experience? Exeter university is no 1 in the survey, and this information is readily available in terms of what is working well for them and their website is very good. KCL takes benchmarks from other sectors to find good practice. COk notes that he shares ideas with New City College’s head of student support who did very well in their support for students and feedback on their learner voice in inspection. MS reported that managing expectations from the get go and constantly picking up on issues and working very quickly with the students is key. PF reported that the philosophy at Roehampton is that if students are liked and loved, with the right atmosphere and culture and management are humble and apologise then the questionnaire is positive.</p> <p>The Chair reported that HCUC have a customer journey looking at what students really value. The value of wanting to be safe is as important to students as the learning outcomes.</p>	

	<p>The Chair asked for any reflections from the student governors. The late slip is clever and does discipline students. Attendance of 85% is still low but medical students do struggle to meet this so thought could be given to this. The Chair noted the point that this is about interventions from the executive and that some students might find those targets difficult. JJ reported that this is helpful feedback. There has been a focus on punctuality and attendance at the College. Medical reasons for absences are taken into account and JJ recommended students with any concerns or medical needs talk to their tutors.</p> <p><i>3. Student Survey results update (action 3)</i></p> <p>COk reported that the College is still collecting student survey results. There is a 67% completion rate (87% last year). The deadline is Friday and has been extended because the College is trying to the student voice in areas of risk and a drop in performance. A levels and certain Level 2 courses completion rate is down so the aim is to extend by a week. Results will shared with SLT, CQS and the Board.</p>	COk
7	<p>Equality, Diversity and Inclusion report and action plan – this item is deferred to the next meeting and is an agenda item for the 23 November 2022 CQS Committee. JJ reported that Shebaz Hassan is the EDI champion and has been working hard towards a report and action plan and meeting with colleagues and students. TM noted that Shebaz is looking at CPD programmes to launch with staff in the next six to eight weeks.</p>	JJ
8	<p>Principal & CEO report JJ noted that this is an SLT report and key colleagues will be drawn in to present on items. Key Performance Indicators for 2022-23 RESOLVED: the Key Performance Indicators for 2022/23 were approved. These have been through Committees who have scrutinised the KPIs and recommend for approval.</p> <p>1. Quality Improvement Plan</p> <p>The Chair noted that an action from CQS Committee was for Pauline Hagen (FEC advisor) to verify that the QIP is fit for purpose for the College and in a suitable format for CQS Committee and the Board to monitor progress and actions. The Chair noted that given the College’s position external verification is important. Pauline has fed back that the QIP is accurate in identifying key actions and establishing impact measures which are data driven. Regular and detailed progress monitoring against the end of year targets needs to be put in place so that governors can see the pace and substance of improvement and all the stages which will support achievement of these longer-term targets. Pauline has suggested a deep dive of the QIP with CQS governors prior to meetings and this has been put in place for November.</p> <p>SD reported that that colleagues have worked closely, slimming down the headings and putting in numerical targets. The document was completed two weeks ago. The October updates have not been added in but will included and ready for CQS Committee in November. MS noted that there are review dates but there are no measures against them. SD noted that review date is October 2022 and SD was not on site and TM has just taken over.</p> <p>MS suggested that the Board can be asked to approve the QIP subject to inputting of data to allow the Board to monitor the QIP. MS noted that the third column is impact measurements but there are no measures against them and asked if these are included elsewhere. SD reiterated that this hasn’t been done because of staffing issues. The Chair suggested that the QIP is not approved this evening and an updated version comes to the CQS Committee for consideration and recommendation for approval. JJ confirmed he was happy for this. JJ noted that the metrics are those in the second column and measures within that. The October update is delayed because the AP C&Q has left so there has been a delay.</p> <p>MS suggested it is about the utility of the document and it needs to have measurable outcomes and timescales and a regular frequency of review. JJ noted that there are three reviews against most of the targets which is standard in FE. JJ explained that Pauline Hagen suggested more frequent review at SLT and this is in place. It was agreed to discuss this further offline at the CQS planning meeting on Friday. The Chair noted that it is critical that the CQS Committee is content with the document. At this evening’s meeting the QIP has had scrutiny and challenge and suggested the Board tolerate some risk by deferring final approval to the December Board. This was agreed. TM noted that as Pauline had felt the QIP was suitable as long as we know what is happening and when and there is review at</p>	SD/TM JJ/SD/ TM/ MS

<p>regular intervals. That is being done on a regular basis.</p> <p>2. College Financial Forecasting Return (CFFR)</p> <p>SW reported that the CFFR is for information based on the management accounts before the audit takes place. The CFFR, management accounts and financial statements will come to the December Board following FRC. There is a deficit of £2m, with further in year adjustments making around £2.4m. This is mainly around pension adjustments.</p> <p>The College's Financial Health is inadequate because of the cash position. The College has to finance the delay in the phase 2 capital build and lease arrangements bringing in a negative cash position. Colleges nationally are facing real issues in terms of budgets. There has been a decline in enrolment for RuTC which will impact on lagged learning and funding for next year. There is a 10% uplift for the GLA Adult Education Budget (AEB) for Level 2 courses which was not taken into account for the budget. Energy costs are a huge challenge. At Uxbridge costs were £700k per year and are now £2.8m, a 400% increase. There is six months of government aid which drops it to £2.1m.</p> <p>SW will come back to the Board on the energy costs rise for RuTC.</p> <p>Ian Rule has assumed inflation of between 5-10%.</p> <p>In terms of the Autumn budget it is going to be hard times for balancing budgets going forward. JA agreed with the analysis and work coming to FRC on the 23 November.</p> <p>3. Management accounts</p> <p>The management accounts were noted.</p> <p>4. DfE/Provider Market Oversight (PMO) loan arrangement</p> <p>The Chair noted that a PMO Loan of up to £7.5m to allow the College to proceed with the STEM build and smooth cash flow is being arranged by SW. SW reported that the DfE are also providing an advance payment profile of £1.6m for 16-18s, bringing it forward to November to help with cash flow. The College has an overdraft facility and once the first tranche of payment from Clarion is received this will be withdrawn leaving a negative cash position. £2m of the PMO loan is to assist with RuTC's working capital position which is lowest in March 2023. This position is a direct result of the inflation increase for the Phase 2 capital build. The PMO loan application went to the finance committee on the 24 October 2022 and is now awaiting chief accounting officer and ministerial sign off and legal due diligence. SW and Keith Smith have reviewed and are happy with the conditions. It is a loan with an interest rate of 4.5% flexible. That would be repaid in full on merger and is a short term position to assist the College.</p> <p>The Chair passed on thanks to SW for all the work and to the DfE for their active assistance for moving this through. The amount of work involved is enormous and this is not an unimportant funding outcome for the College. CD appreciated the comments and will pass back to colleagues. It is an unusual situation and hard work from colleagues at the College and DfE have provided a good outcome for everyone.</p> <p>JA asked for assurance that in entering into the loan there will legal advice and final documents will come to Board. Has this been factored into timing to get the money drawn down in a timely fashion. SW noted that he is waiting for details in full and will come to FRC and the Board and notify if an additional approval date is required. Specific advice will come and legal due diligence will be provided from the College.</p> <p>5. GLA funding agreement</p> <p>JJ noted that he would cover this item under item 8.8.</p> <p>6. Staff pay award</p> <p>This was deferred until the December Board.</p> <p>7. Capital and planning – updates and approvals (see JJ's report and the latest Fusion report for full details)</p> <p>JJ reported that there is a lot to update on.</p> <p>ISG price – the College was expecting the update costs to arrive and there has been further slippage. This is a significant worry. ISG have been clear that the letter of intent will need to be for the full contract value. SFW noted that there will be a lot of adjudication with Faithful and Gould when the costs arrive. The College are not comfortable about the delay to the contract price.</p> <p>S106 - this has been through legal advice from all parties (RuTC, Clarion, Council) and is in an agreed format for signature. An issue came to light last week which will have an impact on when the S106 will be signed. This is with regard to the Council signing the S106. The College understood that the</p>	<p>SW</p> <p>SW</p> <p>SW</p>
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funding gap from the school sports hall was de risked. The Council have had to go out for a third time for tender and this will not be received until the 24 November which won't be reviewed by the Council's finance committee until January 2023. It is unlikely that the Council will sign the S106 until this point.

Clarion - have requested the stage 2 referral process with the planning department. Clarion are looking to receive an outcome from the GLA by the 25 November.

AC reported that the Council do have a get out clause which would enable them to sign the S106 and have a legal get out and CRPG asked officers to investigate this at a senior level as quickly as possible. JJ noted that LocatED are facilitating a meeting with the Leader, council staff and the College as a matter of urgency. That is the only option that is open to the College as there is very little the College can do to affect change.

There are two areas outstanding which Clarion and the College require resolution on:

Penalty rents and leaseback - The rental period that Clarion have proposed is 20 months with only 14 of these being rent free. The College requested that this period is extended to 25 months with all 25 months being rent free. Clarion have now provided a formal response to this request, offering 20 months rent free.

Harlequins Deed of Variation – SFW reported that one of the conditions of the Clarion DoV purchase agreement was the requirement to update right of access onto Langhorn Drive. This has been through Eversheds for agreement and CRPG are recommending sign and seal of the DoV for approval.

RESOLVED: The Board approved the sign and seal of the DoV between RuTC, Harlequins Estates (Twickenham) Ltd and the Harlequin Football Club Ltd.

GLA – confidential update

Next steps:

- A meeting with FSC, DfE and RuTC facilitated by LocatED to take place as soon as possible.
- JJ will continue to keep HCUC updated on developments, particularly with a view to understanding HCUC's position as regards implications for merger.
- The College to speak urgently to Council officers and/or political leaders about the possibility of an extraordinary finance meeting in December for signature of the S106.
- In the event that a resolution can't be reached, the matter will be urgently escalated to the DfE/FEC.
- If it proves impossible to bring all of the above into a December timeline, the ISG price and the DoV with Clarion will need to be renegotiated.

8. Merger timelines

JJ reported that on the 12 October the HCUC Board approved merger. The 4 January 2023 remains the target date for merger.

JA noted that there is a conditional agreement to merger which puts the timing of the conditions at risk. How is this being dealt with at HCUC? Is there a flex on the conditionality or an expectation that the date will move to meet the conditions?

The Chair noted that this is a live conversation. Chairs and Principals are having an early meeting at the start of the AoC conference and there is a JSG scheduled for the 17 November. The RuTC Board cannot answer two of the three HCUC caveats and there is an impact and fluidity on the cost and delivery of the STEM build and discussions around the GLA contribution. There are potential impacts on the merger date. The 4 January 2023 remains the merger date as at this evening.

9. Merger work streams update

RuTC colleagues attended the HCUC governance training and planning day which was good and productive. JJ and SFW presented an item on the STEM strategy. It was interesting to hear HCUC's approach to LSIPs and the Ofsted stakeholder's framework. Work streams across the colleges are continuing in earnest.

10. Merger risk register

JJ noted that risk 3 has materialised around inflationary cost pressures. There has been an update to risk 5 around the leaseback figures and it is amber because of progress. There are a couple of new risk - 17 – lack of post-merger planning. A post-merger planning workshop is taking place on the 1

JJ

	<p>December. There is a new risk around the Clarion Community Infrastructure Level (CIL) liabilities.</p> <p>11. College risk register</p> <p>AdL reported that things are moving at a fast pace. A new revised risk register will go to ARC in November. The Chair asked the Chair of ARC for a view on whether to approve the risk register today or wait for the new updates in December. It was agreed to approve the risk register noting that updates will come to the next ARC and Board meeting.</p> <p>Papers for information – Joint Steering Group papers</p> <p>The Chair noted that the Board receives JSG papers to keep up to date on merger issues between Board and committee meetings. There are some important and fast moving developments.</p>	
9	<p>Appointment of interim RuTC College Principal and RuTC College Principal</p> <p>The Chair thanked JJ for delaying his new role until the 4 January 2022 to remain as Principal and AO until dissolution.</p> <p>Two processes are underway to ensure that RuTC and the new group structure post-merger has stability and leadership following Jason’s departure. These are:</p> <ul style="list-style-type: none"> • Recruitment of an interim RuTC College Principal from 4 January 2023 until a permanent post holder is in role. This is being managed by the HR leads at both colleges. • Recruitment of a permanent RuTC College Principal. This is being led by FEA with full involvement of both Chairs. The Chair and SK will sit on the panel. The launch date is due to be Tuesday 15 November 2022 with interviews on Thursday 19 January 2023. <p>A HCUC caveat to merger is that HCUC should lead on the RuTC Principal recruitment. A meeting took place on the 19 October with members of the SRP Committee and the HCUC Group CEO Keith Smith. It was agreed that subject to legal advice that both processes would be HCUC led as the remaining College with both appointments commencing post-merger under HRUC governance. The appointments would be a collaborative process with the two Boards and HR leads.</p> <p>The Board agreed the two processes with HCUC taking full approvals through the HCUC Board.</p> <p>The Chair noted that the Board will stay very close to these two appointments through the SRP Committee and SK. The Chair has followed up the expressions of interest process for the interim Principal which will commence shortly. The campaign for the substantive Principal is an important focus for this Board to make sure it happens.</p> <p>AdL reported that there has been good news on the appointment of the Assistant Principal Curriculum and Quality and the current Director of Academic Standards at HCUC will start in the role on the 1 December 2022, under existing HCUC with an agreed transfer to RuTC. The Board agreed this was great news.</p>	
1	<p>College Redevelopment Project Group (CRPG)</p> <p>The Board noted the minutes and Fusion reports from the 19 July, 5 September and 7 November 2022.</p> <p>The item recommended for approval of sign and seal, the Deed of Variation on Harlequins Right of Access has been approved under item 8.8.</p> <p>The Chair referred to the forward items for approval noted in the Fusion report:</p> <ol style="list-style-type: none"> 1. Clarion receives outcome of GLA referral- 25 November 2022 2. Clarion approves the deed of variation with the college at board level - 02 December 2022 3. All parties sign the section 106 - 03 December 2022 4. The college signs the Clarion deed of variation and thus form the contract- 03 December 2022 5. College issues a full unrestricted letter of intent - 03 December 2022 	
2	<p>Curriculum Quality and Standards Committee:</p> <p>The Board noted the report of the meeting of 3 October 2022. The items recommended for approval by the Committee:</p> <p>The</p> <ol style="list-style-type: none"> 1. Quality Improvement Plan (see item 8.2) 2. CQS KPIs (see item 8.1) 3. Child and Vulnerable Adult Protection Policy (see item 5.2) <p>have been approved earlier in the agenda. MS noted that the Committee feels that a corner has been</p>	

	<p>turned for curriculum and quality. The 4% improvement is not where the College wanted or was predicted to be, but there is a process for improvement in place supported by staff. The Committee needs to keep an eye on the QIP and the action plan and it will be good to talk this through with officers on Friday and have the QIP deep dives scheduled before CQS Committee meetings.</p>	
3	<p>Audit and Risk Committee: The Board noted the report of the meeting of 13 October 2022 including the Health and Safety deep dive. RESOLVED: The Board approved the Risk management policy and procedure</p>	
4	<p>Finance and Resources Committee The Board noted the report of the meeting of 11 October 2022 RESOLVED: The Board approved the: 1. Health, Safety and Welfare policy 2. Environment and Sustainability policy update noting that these are a continuation of the current policies which the FRC Committee were happy to retain with the agreement that they are being considered as part of the merger discussion to have an integrated policy. The Committee had considered and recommended to approve the finance and HR KPIs (see item 8.1).</p>	
5	<p>Search, Remuneration and Performance Committee The Board noted the report of the meeting of 27 September 2022. SK raised a number of points including: Outcomes from the self-assessment: There was a good level of engagement with the two surveys – Committee effectiveness and appraisal of the Chair and governance advisor. The feedback back is consistent with the context and extraordinary circumstance the College is in. Key themes are:</p> <ul style="list-style-type: none"> • Governance/management overlap - where governors, and in particular the chair, have moved into management discussions in order to move merger and quality improvement forward • Capacity of the senior team and the Board to manage such a number of extraordinary matters • Reporting and MIS concerns • Availability and timeliness of information because of limited capacity • The appraisals of the Chair and governance advisor were both positive. <p>Board case studies are in train and an agenda item will come to the November Committee.</p> <p>The Committee monitor Board contributions, attendance and commitment to ensure governors are providing what the College and its staff and students require. Attendance has been excellent, and governors continue to work hard through their committees and Board to move the College forward. There has been a hold on recruitment because of the merger and governors have given more time, in particular Chairs, to attending additional meetings around the merger, quality recovery and capital and planning. A number of governors had taken on other commitments and have remained committed to the Board during this extended merger pause. At the annual strategic conversation, it was agreed that the Department looks at Board's like RuTC who are working in very difficult circumstances and recognises the commitment and dedication of these governors as much as those that are commended for their work in outstanding colleges. The Chair thanked SK for these comments from the SRP Committee noting that colleagues go above and beyond through these extraordinary circumstances and the Chair thanked everyone for the work they do for the College to get us to a better place. The Chair noted that the Board recognise the level of pressure on the executive in this dynamic environment.</p>	
11	<p>Meetings for 2022-23: Wednesday 14 December 2022 (17.30 start) followed by drinks and dinner in The View Apologies received from HL, AC and PF. The Chair thanked colleagues and in particular the student governors for their first Board meeting.</p>	
12	<p>Any other business There were no items raised.</p>	
13	<p>The confidential minutes from the meeting held on 6 July 2022 and 25 August 2022 were agreed as</p>	

	a true and accurate record.	
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Meeting closed: 20:10