

BOARD

Tuesday 14 December 2021 17:30-19:30 Boardroom and Teams

Draft minutes

Board	<p>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; Alex Gallagher; Helen Litvak; Rosemary Scully</p> <p>Staff Governors: Neal Hook; Cait Orton. Student Governors: Yasmin Eltaki; Mohamad Armoush</p>
In Attendance	<p>Susanne Davies (Curriculum and Quality lead); Lois Vassell (Assistant Principal Curriculum); Ian Rule (Interim Finance Director); Alison de Lord (Assistant Principal HR, OD and Estates); Sheila Fraser-Whyte (Executive Director, Business Development & Innovation); Rachel Scarborough (Head of Student Experience) until item 9; Marc Dodi (Chair of EDI Committee) until item 8; Chris Dearnley (ESFA) (observer); Helen Haddock (Buzzacott External auditors) for item 11; Lucy Corr and Caroline King (staff members and UCU branch representatives) until item 9; Sarah Connerty (interim Governance advisor)</p>
Apologies	

Item	Item Description	Action
1	<p>Welcome and apologies</p> <p>The Chair welcomed colleagues to the meeting. Susanne Davies and Lois Vassell did not attend the meeting. VN was delayed and missed the start of the meeting. Mohamad Armoush did not attend the meeting and Yasmine Eltaki joined part of the meeting.</p> <p>The Chair welcomed the new student governors Yasmine Eltaki and Mohamad Armoush</p> <p>RESOLVED: The Board ratified the Student Governors for 2021-22.</p> <p>The Chair welcomed Mark Dodi who has joined to provide an EDI update at item 7, Lucy Corr and Caroline King UCU branch representatives who have joined for the behaviour report at item 8 and Helen Haddock from Buzzacott who has joined for item 11, College year end audited accounts 2020-21 including financial statements and regularity auditor's management letter and RuTC Trading Services accounts.</p> <p>The Chair noted that it has been a difficult term with a big tragedy for the College. There has been a lot of work to do on behalf of the students around the achievement drop with hard work from JJ and the team on the Quality Recovery Plan (QRP) and the Chair felt this will begin to show effect in the upcoming term. There was the recent escape of water which has created a lot of additional work for College teams. A great deal of work is taking place around capital and planning, and there is the ongoing work on merger, all alongside the senior team running the College. The College has a really committed senior team led by JJ who has stepped up to lead the team and the College particularly during the recent tragedy of Hazrat's death. There is a resilience across the senior team and they dig deep and to continue to make progress on collective behalf of the wider staff and students and the Chair passed on his thanks to them. In his role as Chair he noted that he speaks to many stakeholders, the local MP, the Chamber of Commerce and Councillors and there is a lot of support and recognition of the senior teams' leadership.</p> <p>The Chair noted that the Board has been understandably quite immersed in financial capital and</p>	

	<p>planning issues. This meeting aims to have a really important focus on the student voice, behaviour and EDI which are areas of the College the Board need and want to talk about. Disruptive behaviours have been a focus for the senior team to support the wider student body and the Chair noted that he was grateful to their work and to Rosemary Scully (RS) who has come into the College and had conversations with the senior team.</p> <p>The Chair noted that it has been a really difficult term but there are a lot of reasons to be optimistic.</p> <p>The Chair explained that the order of the agenda has been changed to accommodate additional attendees, and it is proposed to start with Item 11 (finance), then items 7 (behaviour) and 8 (EDI) to allow colleagues to leave after their items.</p>	
2	<p>Declarations of interest</p> <p>RS noted that she is the chair of the board of a private sector security company and sits on the Police Crime Prevention Board.</p> <p>There were no other declarations received.</p>	
3	<p>The minutes from the meeting held on 15 and 23 November 2021 were agreed as a true and accurate record.</p>	
4	<p>Actions and matters arising</p> <p>The Chair updated against the action list as follows:</p> <p>Action 1 – student voice is on the agenda at item 6</p> <p>Action 2 – strategic plan and priorities – the key priorities link to the KPIs and JJ will add an additional column included going forward to make this clear</p> <p>Action 3 – GOAL walks have been circulated to governors from Susanne Davies for December and a further set of dates will be circulated for January. The Chair noted that these are really important and asked colleagues to join visits if available</p> <p>Actions 4 and 5 – the College is doing further analysis into withdrawals and the enrolment decline and will report back to a future CQS and Board meeting</p> <p>Action 8 – Subcontracting - There is under delivery on AEB, and the College will need to increase subcontracting. A report will come to the 14 December Board meeting to talk to the strategy – on the agenda at item 12.2</p> <p>Action 19 – CLT objectives - JJ has updated the objectives for the senior team as detailed by SRP Committee. JJ provided the Board with assurance on GDPR noting that there are no issues with the role being filled and the function itself is being carried out. A suitable alternative member of the team will be allocated to the role going forward and it will be updated and strengthened. The Chair thanked JJ for the assurance and the Board will look forward to the confirmation of the role.</p> <p>Action 81 – capital and planning and looking at the different options available and different strategies including local influencers – on the agenda at item 9.1</p> <p>Action 82 - JJ noted the need to have in place a risk register and scenario planning around the possibility that merger may not happen. The Board agreed there needs to be risk management and contingency planning built in around that scenario and discussions will commence after the new year. The Chair reported that the timing is a deliberate choice; it is important work but there is so much on in the run up to Christmas to give this item appropriate focus.</p> <p>Action 12 – there are too little papers on key items with too little time to consider and too little content meaning that the Board are being asked to enable decisions without full information. The Chair noted this action which has relevance to the volume of papers at today’s meeting and the late paperwork on the charge and the land. The Chair, JJ and SC are going to take a long look at this because there is too much paperwork coming to the Board, too much of an exposition of what is happening and not a sharp enough focus on what the decisions of the Board need to be. This will take into account the feedback from the recent 121s.</p>	<p>JJ</p> <p>Chair/ JJ</p> <p>Chair/ JJ/SC</p>
5	<p>Safeguarding update</p> <p>The Chair noted that the update has been through CQS on the 25 November. CO needed drop off the meeting temporarily so it was agreed that any issues can be raised by email with CO or the Chair. Rachel Scarborough (RSc) noted that a large part of the safeguarding update is included in the Behaviour report at item 7.</p>	
6	<p>Student voice</p> <p>RSc showed a video with a snapshot of events put on for the students. Students have fed back that</p>	

	<p>the College feels like a community and the events put on are what students have been missing through lockdown. There has been focus on employability and the Mental Health Trailblazer. The first open mike session was two hours for students and staff. It feels like the College are beginning to get the students involved and there is a very positive culture in the College and the Student Services team just want more of that. RSc noted that the new student governor YE was in the meeting but just dropped out.</p> <p>A timetable has been put together by the Careers Assistant, building on employability and life skills and resilience. RSc is working with the Student Engagement lead to put on more College wide events. 30 students attended the first Cross College Forum of the year and students have got a lot of thoughts and these have gone to the CLT. The focus is on how the student voice is being heard by all members of the leadership team.</p> <p>The Chair thanked RSc and explained that the Board wants to get more of the sense of the life of the College into meetings next year and the update has given a sense of what is going on in the life of students.</p> <p>JJ noted that he had attended the forum last week and there was a lot of rich information, lots to work on and lots of positives. This will be taken to the CMT to write an action plan with clear timelines and accountability and will come back to future board meetings.</p> <p>The Chair noted that YE has dropped off the call and MA did not attend the meeting so the student governor update will come back to a future meeting.</p> <p>The Chair passed on his thanks to RSc and asked that thanks are recorded and passed onto the team. [RSc departs 18.46]</p>	JJ/RSc
7	<p>Equality, Diversity and Inclusion</p> <p>MD reported that this time last year the College launched an EDI campaign about what does EDI mean to us at RuTC, and this was taken on by Level 2 media students with a final video campaign accompanied by poster campaigns. It is around together in the city, together in the College and is working with a sense of this is what makes this College inclusive. The video will be displayed in and around the College and the posters will follow. MD noted that he is very proud of the work the students have created.</p> <p>The Board watched the video.</p> <p>MD reported that the EDI Committee met and evaluated how far it had come with its agreed five intentions within the Equality Action Plan. Whilst noting some progress was made there was still a lot of work to be done. In CQS Committee MD had presented the progress and it was agreed the Plan would be extended over a three-year period as the aims are substantial. A full evaluation will take place in 2023 (VN joined the meeting 17.57). The primary aims this year are to look at the College identity and to have a visual presence in the College and externally and looking at how the College is celebrating race and ethnicity in the College as well as other intents.</p> <p>The Chair noted that he had loved the video, and this is what the Board want to see and hear more about from our students.</p> <p>SFW passed on thanks to the students for this work. [MD departs 17.59]</p>	
8	<p>Behaviour</p> <p>The Chair thanked colleagues for all the work on a really good paper. The Chair noted that he had requested a stand-alone item for behaviour as a small number of students at the start of term had a disproportionate effect on the College community. The remit for the item was extended out to site security following a discussion with the UCU branch representatives. The Chair noted that there are some recommendations on the paper, but he was not sure that the Board is specifically being asked to approve anything.</p> <p>JJ reported on the context of the situation with the tragic death of Hazrat and some of the behaviour issues before that. It is an ongoing issue. The significant work has been done by the Student Services team who have been determined in their approach to deal with this and to make the College safer. Section 2 of the paper was drafted by RSc, CO and Michael Clifford (MC).</p> <p>RSc reported that the team had reached out to Local Authority and partner agencies before Hazrat's death on the 12 October as there were particular students coming to the Student Services' attention. The team worked with a number of people in service lead roles in Richmond and Kingston (AfC) and the Contextual Safeguarding manager about how to achieve an effective mapping of incidents in the</p>	

College. [confidential item]. It is a labour-intensive exercise. A number of students have been removed. At the moment MC is working with the police and working with all partner agencies. There are close links with the British Transport Police. The College is doing everything it can to sort out behaviour. There has been a Behaviour Health Check from AfC and a lot of recommendations have already been scoped out. There are mixed feeling on security from the students comments raised at the Cross College Forum.

[confidential item] CO noted that this report is a follow on from the safeguarding report in the packs. The safeguarding report was written a month ago and this is a constantly evolving situation. The work of CLT and Student Services on these issues is daily. How to make the College safer is a large part around application, enrolment, and admissions. The team are working closely with enrolment staff on how to promote disclosure and information sharing and there is a risk assessment matrix for staff who are interviewing. CO assured the Board that everything is in line with the rehabilitation defenders act. The College is reinstating a triage interview for walk in applications and this has been linked to the mapping exercise. Everything is connected to something else so there will be a constant flow of information on this. CO noted that she was conscious of the earlier comments on the length of Board papers but the team want to provide accurate and informative information and information on work with other agencies to provide assurance around safeguarding.

The Chair thanked CO and RSc for the report and noted that is really helpful to see what the team is scoping under these items.

RS noted that she spent a day working with RSc, CO and others on the mapping and other criteria on the students. The first thing to say is that is that the Board need to be really grateful to have such good people working on such a terrible issue.

RS noted that she has worked around policing, not as a police officer, but has been able to pull on people around security. The College has not got to the end of the issues, but it is being worked through. Physical security is a budget issue, but the technology is there to support the College.

Relationships with Local Council, the police and the criminal justice sector are really good but more can be done to address these issues. It is about the behaviour both of students and staff, how do we notice something is not quite right, what do we do about it and what can we do to support each other through this. There is more work to do, and it is a work in progress.

The Chair noted that his discussions with Caroline Kingman (CK) and Lucy Corr (LC) had been around the physical site but noted that they were free to contribute to this discussion.

JJ took the behaviour report as read. The senior team had identified a number of significant pressure points, one of the issues is being on an unfinished site and the team are alive to those challenges and there is constant work going on to address those. The College is maintaining an ongoing dialogue at JCC to update on these issues and progress against them. At the Cross College Forum last week there were some comments from students along the same lines particularly around Marsh Farm Lane, and they understand the context but are expressing concerns. The Council have been very responsive following Hazrat's death in terms of lighting and there is ongoing dialogue around CCTV and cutting back of undergrowth. Twickenham Rough and the Craneford playing fields are an area of focus and Inspector John McLoughin has put the College in touch with the Design Out Crime team to look at the local vicinity. The walk was postponed by the police last week and will take place after Christmas.

Procurement of CCTV and lighting is underway.

This morning the CLT looked at knife arches with Mark Brough and agreed a temporary arch and this has been ordered today. A temporary option was agreed as it can be deployed around the site. There is ongoing work with the security team; some students don't feel all the security personnel are as gentle as they would like and there is ongoing training on this.

There is ongoing police liaison and work with the Mayor's Office for Policing and Crime (MOPAC) which RS has brought to the table.

The Chair noted that there are a significant amount of interventions in train. The Board does take this very seriously.

CK noted that she hasn't had access to the behaviour report and would like to share this for all colleagues in the College to see. SC shared the paper. CK thanked JJ for the summary of the paper and reported from her position as Union branch representative and with a focus on female colleagues. CK asked for timelines for the CCTV procurement as the union feel that this is an

<p>emergency situation for female students. CK felt the College should allow staff to leave by the other route and understands the reasons why this isn't happening. It is about how we are going to fix this. CK reported that a colleague was mugged directly outside the building. There is now security there, but it doesn't give assurance.</p> <p>The Chair noted that CK hasn't raised any specific interventions that the unions would like to see in place. CK noted that there are loads of interventions, security up and down Marsh Farm Lane, because even security feel unsafe late at night. CK noted that she is speaking on behalf of all colleagues and there should be more people there.</p> <p>The Chair noted that the question about timelines is something the Board is working with JJ and the senior team on.</p> <p>LC asked about interim interventions and suggested that a security guard on Q block gate until a later time would be a step that might make people feel better until more permanent solutions are found. That would quell concerns.</p> <p>The Chair asked if the Board has any reflections and thoughts around physical safety and site security. RS noted that she understands what is being talked about. There are a number of alleyways so that does need to be fixed and that is partly College partly Council. It is important to look at this in the round, the College needs a comprehensive plan and there will be a bigger impact. RS noted that this isn't a big job, but clearly has budget implications.</p> <p>SK suggested looking in more detail at the direct access onto the A316 and whether there could be emergency accelerated approval to do something around this.</p> <p>The Chair suggested bringing the paper together as a plan with areas of priority for the Board to discuss and CLT to take forward. JJ agreed to put on paper in the form of an action plan what is being done. These points are ongoing, and he noted that he is appreciative of the analysis and understanding. Quite a lot of work has started and work has already been done and actions implemented.</p> <p>The knife arch the purchase order has been put through and the order placed and the College is taking it seriously and moving fast on this.</p> <p>For Marsh Farm Lane, there has been a constant conversation with the Council. CK noted that colleagues want more lighting and CCTV cameras. JJ reported that the Council are supporting an application for procurement of those in areas that are needed.</p> <p>The Chair noted that the team are prioritising this and measures are falling into place. Others may take more time and it will be useful to set it out and track it.</p> <p>JJ raised the point about security on Q block as the security team are tasked with patrolling outside from 16.00-17.45 every day, it is a small team but if there is a large proportion of staff who can't see a security presence then a further conversation can be had.</p> <p>VN reported whatever pace is underway with interventions is the College a polite environment and an environment conducive of bringing safety. Is it about letting things go or is there a malaise in manners? CK noted that this is an interesting point. This is being pursued as a Union because it is an emergency situation, there has been a death and an assault on a member of staff, and this has unsettled the College community. Those are the big things that have raised anxieties. [confidential item]. CK noted that during the meeting with IV there had been a discussion about the interior of the College but there is an urgency to the environmental security in the building. It is about how things can be done to encourage people to feel safe, to manage feedback, to risk assess red levels because there has been a loss of life and there are no cameras. That is easily fixable and will stop people coming onto site.</p> <p>JJ reported that the CCTV issue is in hand and there had been an update on this to the JCC meeting. CK noted that it is about timelines and she is struggling with female learners and leaving the building in the dark on their own.</p> <p>The Chair thanked CK and LC for the time and appreciated, as Union officers the feedback from the community and for the care and challenge shown. The Chair noted that it is clear that CLT have a range of interventions in place and the action is to move this into a plan with timescales.</p> <p>RS noted that in discussions with the Home Office, MOPA and policing more generally there is a generally consistent message that FE doesn't get much attention around these issues and suggested that we as a College need to raise this issue with the AoC as a system wide issue as vulnerability for FE. The Chair agreed and was happy, alongside JJ, to take action on this point. JJ reported that he</p>	<p>JJ</p> <p>JJ</p>
--	---------------------

	<p>had already contacted the AoC London lead, Mary Vine-Morris. The Chair proposed also raising this with central government and the territorial teams.</p> <p>The Chair noted that a substantial amount of time had been spent on this item and it was agreed that it is a very important area for the Board to prioritise and thanked CK and LC and Chris Pegler for their contributions to this item. [CK and LC depart: 18.37]</p>	
9	<p>Principal & CEO report</p> <p>1. Capital and planning</p> <p>S106 obligation on Clarion – the Local Planning Authority (LPA) have signaled a variation but not until the sports hall applications are in. Clarion won't contract on the land under the applications are in. ISG are committed to the project. SFW reported that a meeting took place with ISG and Fusion and ISG have given a nominal increase in the contract price but this has not been negotiated.</p> <p>Due to the planner's discussions on a requirement for a new Environmental Impact Assessment in line with the new London Plan the College is not in a position to move forward with ISG at the moment. Once a negotiated price is in place this will come back through CRPG.</p> <p>HoT for the land transfer – this was approved at the 23 November Board meeting and passed to the Council. There has been no response from the Council to date.</p> <p>There have been two instructions to QC. The first was jointly instructed and the second instruction was issued by the LPA. The LPA have accepted the first instruction around Drop in applications but additional questions around technicalities were taken to a new QC. The LPA have not disclosed the detail or the opinion received as they feel it would be prejudicial to the planning applications but an email summary of the opinion has been received. It is about an updated EIA for the whole development. That presents the College with some difficulties. Potential options are included in the paper. A meeting with Chris Dearnley (ESFA), Guy Wheeler (LocatED) and JJ took place and JJ is working on a letter that will go to the CEO of Richmond Borough Council as this is becoming a very difficult situation.</p> <p>Overdraft facility – this is linked to the Phase 2 land. The overdraft facility is close to being finalised but there is a condition set out by Barclays in relation to a legal charge on the Phase 2 land. An update came from Eversheds at 16.20 this afternoon which is why the paper was so late coming to the Board. An updated position and recommendation will go to a written resolution and won't be covered under item 12 this evening.</p> <p>2. Quality Recovery Plan</p> <p>The QRP has been presented as an update to the ESFA and it is agreed that this will be covered as an update in the monthly case conferences and also as a single item update at meetings to be held half termly. There has been good timely and appropriate progress against the QRP.</p> <p>3. Progress against KPI targets for 2021-22</p> <p>The report contains a progress update against the KPIs.</p> <p>JJ reported that attendance is still an issue. It is not as bad as last year at 80.8% against a low 85% target. A lot of work has been done and there is an attendance strategy that will be rolled over into the next academic year with updates.</p> <p>The Chair noted that there will be an extraordinary CQS meeting early in the new year so this would be an opportunity to look at attendance and JJ agreed noting that it is a big feature in the QIP.</p> <p>Enrolments for 16-18 are now below allocation at 1071 that has gone to the ESFA.</p> <p>Apprenticeships have gone up to 35 but are still below target and the team are working on that.</p> <p>Subcontracted income is up to £690k which is more than the College wanted but the reasons have been noted and clarified.</p> <p>The student satisfaction benchmark question "Would you recommend this College" stands at 92% which is not bad but below last year and the team are keeping an eye on this and drilling down into the reasons through the student forums.</p> <p>4. Risk register</p> <p>AdL reported on the risk register. The College started the year with three high level risks in learner success and one in financial stability. A fifth risk has been added around growth in 16-18 funding. There have been updates on the capital projects risk register; the level has not changed but the</p>	

	<p>narrative has. The College has updated its operational risks. There is more comfort in IT with cyber security accreditation but an additional risk around uncertainty with the merger and impact on systems development particularly for MIS and HR payroll systems has been added.</p> <p>5. Merger update</p> <p>JJ reported that the College is working towards the five gateways that HCUC have identified. These are:</p> <ol style="list-style-type: none"> 1. Clarion contract with RuTC 2. Securing of planning permission for sports halls 3. ISG contract 4. GLA funding and potential clawback 5. Cashflows and HCUC visibility - that was agreed as acceptable and these have been shared. <p>JJ reported that the impact of delays has been noted by AdL in term of systems impact. It is also a major concern in terms of staffing impact and getting the right people in place. The College has been very creative in leadership and management terms but do need to bear in mind that there are gaps. In terms of staff morale, the impact of the merger delay mustn't be underestimated.</p> <p>Plan B scenario planning will start on the 3 or 4 January for the senior team and will come back to the Board.</p> <p>JJ reported that with effect from the start of the Spring term 2022, CLT will be known as the Senior Leadership Team (SLT) which is more common in the sector and reflective of the work being carried out.</p> <p>The Chair thanked JJ for an excellent summary on a whole range of really important issues.</p> <p>The Board noted that the Joint Steering Group papers from 1 December 2021 were included in the pack for information.</p>	
10	<p>College Self-Assessment Report 2020-21</p> <p>JJ reported that the SAR has been through CQS and is recommended for approval. JJ thanked Rose Turner (RT), the outgoing AP for Curriculum and Quality for all the work on the report and noted that RT will continue to do some project work for the College. Lois Vassell (LV) has replaced RT and will attend Board meetings.</p> <p>JJ explained that the College has adopted the agreed HRUC structure and agreed a parallel SAR for the two organisations using the same structure. This follows the Ofsted Education Inspection Framework loosely in all key areas. In terms of process curriculum area reviews feed into the SAR and that is scrutinized by CLT who give challenge and debate and that is fed back down to Curriculum Operations Group who then run with the Quality Improvement Plan (QIP) through the year. There was a lengthy meeting on the SAR and LV had joined that day and brought a level of scrutiny as an Ofsted inspector, the new Director of Quality and Compliance and the curriculum and quality consultants all attended as it is important to get external scrutiny to make for a robust process.</p> <p>Overall effectiveness is Requires Improvement and there was a lot of debate around the grade for curriculum impact, but it was agreed that with a large drop in achievement this needed to be Inadequate. Destination data comes in next term and may lift this, but it is not in time for this process. There was a debate on the impact of this grading and LV's view as an Ofsted inspector and CLT's view is that it is about distance travelling and action planning around that. The team do feel secure with a RI grade overall while signaling that the achievement rate decline was significant and needs something doing to it. It is now all about the Quality Recovery Plan (QRP) and the QIP and the progress against it led by LV.</p> <p>The Chair noted that this is a really important document and JJ has detailed the extensive amount of work and how it has been iterated across teams and it has been looked at by the CQS Committee. The Chair noted the importance of this document being a candid and honest look at the College.</p> <p>MS reported that the CQS had spent a long time discussing the SAR and had reluctantly come to the conclusion that RI is the right way to grade and is an appropriate reflection of where we are at the moment. It is an indication of the starting point and it is about understanding the trajectory. The new</p>	

	<p>individuals in place can put rocket boosters in place to drive the QRP forward.</p> <p>RESOLVED: The Board approved the College SAR for 2020-21</p>	
11	<p>College year end audited accounts 2020-21 including financial statements and regularity auditor's management letter</p> <p>RuTC TS financial statements and accounts</p> <p>This item was taken at the start of the meeting to allow Helen Haddock from Buzzacott to present the auditors' view.</p> <p>IR thanked everyone who has been involved in the production of the items which have been through Buzzacott, the FRC and ARC. There have been very few amendments, little impact on EBITDA, there has been no contention between the College and Buzzacott and no significant items have been found. IR proposed the papers are taken as read and HH is here to take any queries on either the numbers or conduct.</p> <p>HH reported that the overdraft item is included later in the Board's agenda but noted that the proposal is that the accounts are recommended for approval subject to confirmation of the overdraft agreement due to the importance of the overdraft on the Going Concern statement.</p> <p>The Chair asked for any comments on the letter of representation and letter of support for RuTC TS and no points were raised.</p> <p>RESOLVED: The Board approved the regularity auditor's management letter, the RuTC TS financial statements and accounts and the letter of support from the College to RuTC TS</p> <p>The Chair noted that he has asked JJ to pick up next steps on the overdraft under his report. IR reported it is in the final stages of the overdraft facility being approved, the last piece of work is getting the legal charge in place over the Phase 2 land and that should be finalised quite quickly. The papers came this afternoon so there can't be a meaningful discussion at this Board meeting. IR noted that he needs to be able to draw down the overdraft by the 10 January and doesn't want to leave approval too close to this date in case there are any delays from Barclays.</p> <p>The Chair noted that a real volume of papers was uploaded, and JJ is being asked to talk to the next steps and suggest proceeding by written resolution subsequent to the Board meeting. The Chair asked if colleagues are content to approve the accounts subject to the overdraft legal charge coming by written resolution. HH reported that is the key outstanding point.</p> <p>RESOLVED: The Board approved the College year end audited accounts 2020-21 including financial statements, subject to confirmation of the Barclay's overdraft facility</p> <p>HH thanked everyone involved in the audit (HH departs 17.43)</p>	
12	<p>1. Revised budget 2021-22</p> <p>IR reported that the College's intention was to come back and review the situation on the budget post enrolment. The main table under section 2 shows key changes. The drop in 16-18 enrolment will affect Financial Health next year. The reduction does allow changes to the staffing budget. The AEB is £490k down and it is assumed subcontracting will increase, there is reduced loan income and the 16-19 Tuition Fund and GLA Good work for all fund has an effect on the % of staffing against income. £350k has been allocated for resourcing for the Quality Recovery Plan. There has been a review of the levels of contingencies in the budget. In summary there is a net effect reduction of £450k in EBITDA and the College retains Good Financial Health at 200 points.</p> <p>JA did not have any further points to raise.</p> <p>RESOLVED: The Board approved the revised budget 2021-22</p> <p>2. Management Accounts October 2021</p> <p>IR noted that he had brought the revised budget into the forecast for the management accounts. There is an ongoing risk in the land sale proceeds and cash availability.</p> <p>3. Cashflow</p> <p>IR reported that there is no change and although EBITDA has worsened most of the cashflow is later in the year. IR confirmed that the College still requires the £1m overdraft facility to address this dip in the cashflow.</p> <p>4. Barclay's overdraft facility and entry into the legal charge</p> <p>IR noted that the Board are not going to consider the legal charge on the land in respect of the</p>	

	<p>Barclays overdraft facility in detail as this item had only been included in the papers this afternoon but reported that a resolution to approve the overdraft by the end of this month will be needed. The Chair noted that the Board understood this point but required an appropriate level of information attached to it and time for colleagues to have the time to really reflect on the information in the resolution rather than the compressed amount of time this evening.</p>	
13	<p>Finance and Resources Committee The Board noted the report of the meeting of 23 November 2021 The Board noted that the College year end audited accounts 2020-21 including financial statements and regularity auditor's management letter, the RuTC TS financial statements and accounts and the revised budget 2021-22 had been considered and approved under items 11 and 12 and there were no further questions raised.</p>	
14	<p>Curriculum Quality and Standards Committee: The Board noted the report of the meeting of 25 November 2021 The Board noted that the College SAR had been approved under item 10 and the Board had received an update on Equality, Diversity and Inclusion under item 7. MS reported that an extraordinary CQS Committee will be convened at the end of January/early February looking at progress against the Quality Recovery Plan and LV will be presenting work and outcomes at this meeting. There were no further questions raised.</p>	
15	<p>Audit and Risk Committee: The Board noted the report of the meeting of 30 November 2021 The Board noted that the College year end audited accounts 2020-21 including financial statements and regularity auditor's management letter had been presented by HH from Buzzacott in line with the revised Audit Code of Practice and the approval was subject to confirmation of the Barclays overdraft facility in line with ARC's recommendation. RESOLVED: The Board approved the Annual report of the Audit and Risk Committee for 2020-21 VN reported that the Committee had a risk deep dive on MIS which had been very useful and he had left the meeting feeling that there is a comprehensive intention in place of getting management information under control and that this is a priority. There had been a discussion about the challenges around this in the context of the merger. There were no further questions raised.</p>	
16	<p>College Redevelopment Project Group (CRPG) The Board noted the minutes from the meeting of 6 December 2021 RESOLVED: The Board approved the CRPG terms of reference noting there were no proposed changes. The Board noted that a further extraordinary CRPG had been scheduled for tomorrow to receive an update on the planning position but it had been agreed to defer this to the meeting on the 12 January 2022 to ensure there was appropriate information to consider. There were no further questions raised.</p>	
17	<p>Summary reviews of effectiveness for 2020-21 The Chair noted that all Committees have now reviewed their effectiveness for 2020-21 against their terms of reference and this will be published on the governance area of the website. The Board noted the summary and no questions were raised.</p>	
18	<p>The meetings for 2021-22: 29 March 2022; 6 July 2022 (17.30 starts) were noted.</p>	
19	<p>Any other business There were no items raised. The Chair thanked SFW, AdL, IR, CO and NH for their time and for how hard they have worked on behalf of the College which has at times been thoroughly unreasonable and that they have carried out their roles brilliantly. The Chair wished colleagues a restful time break over Christmas. JJ thanked the Board noting that colleagues have really felt the benefit of their support this year. [Staff governors and officers departed for the confidential item of business 19.20]</p>	
20	<p>The confidential minutes from the meeting held on 15 November 2021 were agreed as a true and accurate record.</p>	

	<p>[confidential item]</p> <p>The Chair passed on his heartfelt thanks to colleagues for their work on the Board on behalf of staff, students and local communities and noted how unreasonable the workload has been at times but how important this work is. The Chair noted that he was optimistic about next year despite the challenges ahead and wished everyone a restful break.</p>	
--	--	--

Meeting closed 19.30