

BOARD MEETING
Wednesday 14 July 2021
17:30-19:30 Boardroom and Teams

Draft minutes

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

Agenda item	Item Description	Action
1	Welcome and apologies The Chair welcomed colleagues to the meeting. Apologies were received from Andy Chew. Japneet Kaur did not attend the meeting. Rosh Sellahewa will leave the meeting at 18.30.	
2	Declarations of interest The Chair declared he was a member of the DfE. Staff governors have a conflict under 11.1 pay award	
3	The minutes of meeting held on 10 June and 24 June 2021 were agreed as a true and accurate record. The electronic resolution – CRPG appointment – 21 June 2021 for VN to re-join the Committee was ratified.	
4	Actions and matters arising Actions are either completed, in progress or on the agenda. The Chair updated as follows: Actions 69-72 – included in the safeguarding and CQS reports on the agenda. Ongoing actions being led by Student Services with updates coming to the Board through the EDI, student voice and safeguarding reports. Action 77 – staff capacity and the merger pause. Discussed at SRP yesterday and included at item 18 Action 78 – the formal note from the Council to the College to request the land transfer. This was due to come to CRPG yesterday but is pending from the Council – further detail at item 12 Action 79 <ul style="list-style-type: none"> • CRPG has been scheduled monthly and will hold an extraordinary meeting week commencing 26 July • pay award – this is on the agenda at item 11.1 • JSG meetings have been scheduled monthly from September. It was agreed to have a break during the summer with meetings being convened if required • Project management arrangements – FEA have been contracted to December 2021. See item 10 • Board dinner – this will be rescheduled in the Autumn term. The Chair noted that this will be an opportunity for JM to come back for a farewell 	SC/JJ

	<p>There is an additional item under 4.1 – approval of the SU constitution and Student Engagement strategy which requires update for the College to move forward with the Student Council. JJ reported that there is a much-needed change to the student engagement strategy which Rachel Scarborough is leading on with her team. It has been difficult this year to get student voice and engagement. One strand is to move the SU to the Student Council with a view to getting more robust student engagement with the staff. There are roles for student ambassadors which link into key priorities.</p> <p>RESOLVED: The Board approved the amendments to the SU constitution and Student Engagement Strategy</p>	
5	<p>Update from the Chair</p> <p>The Chair reported it has been the end of an extraordinary year. The Chair looked back at some aspects to reflect how he feels the College in an operational sense has responded so well to the Covid challenges. It has been discussed at every Board and Committee this year. The safeguarding team has been foregrounded this year and it is really important work and the Chair thanked everyone involved in the safeguarding team across this challenging year. The work on EDI has been very impressive with a lot to build on for the next academic year.</p> <p>It would be very easy to finish the last meeting of the year on the planning issues. JJ and EM's last KPI paper showed an improvement on attendance and achievement, staff sickness, staff satisfaction, improving destination data, positive financial performance. Looking back at the totality of what has been achieved in the circumstances, the Chair noted that he was very proud of everything, and the hard work and resilience and expertise of staff. There will be lots of opportunity to dive into challenging issues. Merger had gone very well and that remains true, then, right at the end of May there were issues that caused a pause to merger. They are a subject of daily officer meetings and have drawn in a number of stakeholders.</p> <p>There is an awful lot to celebrate and the Chair said that he would look forward with some optimism and noted the important choices to make.</p>	
6	<p>Safeguarding update</p> <p>CO reported on the final safeguarding report of the year as of 17 June. The report already came to CQS. The annual summary will come in September 2021.</p> <p>The report provides more information in the counselling section. Figures for the Education and Wellbeing Practitioners have been included for the first time. They have been doing 121, group sessions, workshops with tutor groups and support on a transition session for vulnerable students. [confidential item]. A new member of staff, Michael Clifford has joined the team. MC is looking at student behaviour and disciplinary processes and has identified cohorts with challenging behaviour. This is a minority. It is in part related to Q block and lack of CCTV. He has provided input to panels and has provided a report. This will be included going forward to give the Board an insight.</p> <p>There are no Prevent items to report. [confidential item]. CO noted that the Channel Panel assesses risk of radicalisation. They will look at the evidence and determine whether action is needed or recommendations to deal with outside the channel panel process are required.</p> <p>Bursary information and details of applications are included. There are far more late applications indicating changes in personal circumstances, or an impact on remote applications. There have been a lot more incomplete applications.</p> <p>All other areas included in the report provide assurance about the work of the team.</p> <p>There is a narrative included around tackling sexual abuse in schools and colleges. It is an overview of events nationally and within the College community and what the College is doing to address issues in the College. It will continue to be worked on. There is going to be a thematic review of safeguarding referrals to see what falls under violence against women and girls.</p> <p>Training updates are included for oversight.</p> <p>The Chair thanked CO for the report. It has already had scrutiny at Committee.</p> <p>JM asked if the College is working with other colleges around the Sarah Everard issues. CO noted that Rachel Scarborough is a member of the National Association for Managers of Student Services (NAMSS) and that is the main place for that collaboration. The College is also a member of the designated safeguarding leads forum with all Richmond upon Thames schools. Best practice and ideas are shared at both forums.</p>	

	<p>The Chair thanked the whole of the safeguarding team and VN as safeguarding link governor for all the work this year.</p>	
7	<p>Quality Improvement Plan</p> <p>JJ reported that this is an update from last month. Not a huge amount has changed, and it has been through CQS.</p> <p>The achievements for this academic year – a lot has turned green; areas have been targeted for improvement and this has been achieved.</p> <p>The QIP is a living document and reflects the changes needed in response to Covid19. It has been a challenging year.</p> <p>(MS joined the meeting 18:00).</p> <p>There have been lockdowns and blended learning and a challenge for staff and students. JJ noted he was very proud of staff for all they have achieved. There is a final year review, this is being picked up by Rose Turner who joined the College this week as interim DP Curriculum and Quality to backfill JJ's role. This will feed into the SAR and next year's QIP.</p> <p>Areas rated as amber are because they are continuing into next year as part of the merger harmonisation.</p> <p>The red area is attendance. The final position is better than this time last year, but it is not comparing like for like due to Covid19. There is a good attendance action plan with Rachel Scarborough's team leading on with the new Attendance Outreach lead.</p> <p>Overall, it is a positive picture on the QIP.</p> <p>JM asked if there is any way to look back to benchmark pre Covid19 on attendance as a stable comparison. JJ noted that this has been done and it is a much better picture with the strategies in place. The GOAL walks just prior to the first lockdown started to show traction.</p> <p>MS noted that the direction of travel is really encouraging. The College is benefiting from sharing conversations with HCUC. Attendance is still the achilles heel. The next few months will be critical. There was a discussion at CQS about getting good practice in early with the students to embed positive behaviours around attendance. JJ noted that induction is really crucial. Next year there will be a link with attendance and employability.</p> <p>The Chair noted the earlier date for results and enrolment and the impact on staff as it is two weeks earlier. JJ confirmed that enrolment starts on the 12 August and teachers would not be expected to be back. It is being done as voluntary with time in lieu. SFW noted that there is a rota to meet conditional offers plus online enrolment. Staff will be available to do enrolments from the 12 August.</p> <p>MS noted that it has been a difficult year but there is a bumper crop of students for September which is the College's core business. SFW noted that there 834 students progressing and 3000 applications so it is looking good.</p>	
8	<p>The emerging picture for next year</p> <p>JJ noted that there is an item in the paper on the curriculum offer. It has been minimally updated, with the larger updates planned for 2022-23. There may need to be some changes with the planning issues and STEM. There are new developments in line with the strategic priorities.</p> <p>SFW noted the teams have done a phenomenal job. The big increase is in A levels, which is great. There are increases in science, business and engineering. The College is looking very healthy for 16-18 numbers and there is confidence that enrolment targets will be met and exceeded. It will be when students start coming through the door ready for inductions on the 6 September that the true numbers are known. JJ noted that the areas targeted for growth are aligned to the strategic priorities and these are coming to fruition.</p> <p>IV noted that it is down to hard work and really understanding what has caused this positive trend is important.</p>	
9	<p>Principals report including KPIs</p> <p>JJ echoed the Chair's points that it has been an extraordinary year in the sector and added to that everything that RuTC has contended with over the year. Despite all that, there have been some real positives this year. JJ noted that he loves the College, everyone works hard for the same goals to give students the best experience they can, and staff live that here at RuTC.</p> <p>Key updates are:</p>	

	<p>Ofsted – CO has spoken about what led to the Ofsted position on sexual abuse. Changes have been made to the Education inspection handbook on the 28 June and these are included. Inspectors will be looking very closely at preventative measures and will want Colleges to expect and pre-empt that sexual abuse is taking place and have a strategy in place. The team have been working on this even before the Ofsted position was published and the College are working hard to address the priorities. There is an approved action plan. There will be a lot happening in the induction period to set expectations. Students need to be engaged with the dialogue and buy into it to shape attitudes. There needs to be comprehensive training in place for staff, so they are confident about responding to disclosures and issues. All College staff are student facing so it will be compulsory for everybody.</p> <p>There are references around the continued responses to Covid. There is confirmation that the College has excellent procedures in place. There was a marked increase in cases from one curriculum area which is the first example of cross contamination. There have been increased numbers of staff having to isolate.</p> <p>Teacher assessed grades – the key point is that, despite the issues detailed in the report, grades have been corrected and accepted by Pearsons and no students have been impacted. SFW has led a significant review into this and he thanked SFW for all her work. JM asked if this is a College or Pearson issue. JJ noted that this was a College issue. A robust process was put in place mainly because of the issues from last academic year and because the process is new. There were some issues around the 17-18 June where decisions were made that led to manual calculations being made without managers being informed. All were checked and 15 were incorrect, these have been rectified. It was a serious issue but there has been no impact on students. The Chair also passed on his thanks to SFW for leading on the investigation.</p> <p>KPIs – retention is 91.7% (2% down on last year) a detailed curriculum review will take place to look at any pinch points. The final position on achievement will come to the next CQS and Board. Student satisfaction is broadly good. In this case, it is fair to identify Covid19 in an anecdotal way as a large factor. Practices for learner voice will help to get better and richer data. HR and Finance will be covered later in the agenda.</p> <p>Strategic plan priorities – JJ noted that the College is providing work to continue to improve processes for supporting year 11 supported learning students. This is in collaboration with Achieving for Children.</p> <p>There have been some really positive improvements in staff satisfaction rates and that was topped off with the staff wellbeing week which was a great success and he thanked staff for organising.</p> <p>Staff capacity and morale issue – JJ reported that morale does appear to be good and there have been several staff surgeries. Questions have been around T&Cs and TUPE. There has been no anxiety around merger. In terms of the merger delay the staff view is that they trust the senior team to move this forward. There is additional work for staff. JJ noted that he had raised and discussed with DDS the importance of striking that careful balance to maintain momentum with the merger preparations and to continue addressing RuTC issues. It was agreed at this week’s merger work stream meeting to pull back from merger work stream meetings before a firm date and then meetings will begin to accelerate again.</p> <p>The Chair noted the pleasing view on the morale, the volume of work that has been done and the importance of a break for staff while noting that some things can’t stop.</p> <p>JM asked how the College would unpick the student satisfaction score. A lot of it is Covid19 but it is easy to say and leave it at that. JJ noted that one of the issues is the engagement secured with students has been less this year which has given rise to plans to change to a Student Council. HM felt it was definitely Covid19 and students did not manage well with bubbles. No one was unhappy overall, with the College, it was all to do with Covid19.</p>	
10	<p>Merger – progress to date</p> <p>JJ provided the following update on progress on merger since the last meeting:</p> <ol style="list-style-type: none"> Public consultation <p>Advice from Eversheds to the project managers FEA is that the College would not need to re-run the public consultation if the content of the consultation remains the same. This would need to be reviewed after six months if the merger pause is extended beyond this time. It was agreed this is positive.</p>	

2. Executive appointments at HCUC

At the 6 July HCUC Corporation meeting, HCUC Governors considered and agreed the following appointments, to take effect from 1st August 2021 –

Principal – Harrow College : Jo Withers

Principal – Uxbridge College & Deputy CEO : Dylan McTaggart

Group Principal & CEO : Darrell DeSouza

The Principal and CEO of HCUC (Darrell de Souza) notes that the above are permanent appointments and will be compatible with the, already declared, designate Executive structure for the proposed merger with RUTC. There is no change to Group Director-Finance & Resources (Shane Woodhatch) and exec-Director - Corporate Services (Andy Miller). Consideration of the rest of the HCUC senior structure (interim and permanent) that will support the College's work now follows. The College's structure remains the same with backfill from Rose Turner, consultant, for the DP Curriculum role until December. This was considered in detail by the SRP Committee last night and is included at item 18.

(IV re-joined the call at 19:32)

3. Name change update

Consultation on the name change closed with no objections so an application was submitted to the Department for a change to the Corporation name to HRUC (Harrow, Richmond and Uxbridge College). Following a request from the Department to consult formally with Hertford Regional College an objection was raised by the college and the Department has been advising HCUC on next steps. The JSG on the 28 June agreed to proceed with a name change of Harrow, Richmond and Uxbridge College and this is in progress led by the HCUC Head of Governance with a request for permission to be granted for enactment at the point of merger.

4. Joint Steering Group (JSG) meetings

Meeting dates are confirmed as follows:

13 September 2021 – HCUC; 6 October 2021 – RuTC; 8 November 2021 – HCUC; 1 December 2021; - RuTC; 17 January 2022 – HCUC; 16 February 2022 – RuTC

RuTC hosted HCUC colleagues at the College on the 15 June with tours of the campus by Mark Brough and Sheila Fraser-Whyte and supper in the restaurant hosted by Neal Hook and the team. It was a successful event and it is proposed that more face to face meetings take place in the Autumn term.

5. Merger workshops

There has been a reflection on merger workstreams over the last week at the merger workstream meeting and in a joint Principals presentation to staff on the 7 July. (see appendix 10.1). Workstream meetings will move to monthly with the eleven work stream leads with updates coming to the JSG and both Boards and more regular updates with project lead and work stream leads.

6. Policies

Part of the work streams remit was looking at key college policies and drafting joint policies using the best from both colleges. Policies were brought to the JSG on the 28 June for review and HCUC took the policies to their Board on the 6 July. SLT have reviewed and agreed the following policies which are recommended to the Board for approval. Due to the merger pause the policies will be treated as stand alone for this period.

RESOLVED: The Board approved the joint Equality, Diversity and Inclusion policy, Safeguarding policy, Preventing Terrorism and Radicalisation policy and noted that the College approved policies are: Admissions policy, Learner Involvement Strategy, Student Charter policy

7. Merger risk register

The project manager, Donna Clifford, has produced a revised risk register (see appendix 10.3) which is a standing item at JSG. This was produced prior to the round table discussion on planning matters and will be revised in line with the round table discussions going forward. This also applies to the Phase 2 risks relevant to merger document (appendix 10.4).

9. Communications

The agreed communications plan considered by the Board on the 24 June 2021 was implemented with announcements jointly with HCUC to staff, followed by all staff

	<p>meetings, correspondence to key stakeholders and an agreed statement to the press. As advised by the Board FAQs were drafted in case required. JJ noted the article in FE week which had drawn on earlier articles and referred to RuTC as a troubled college. JJ felt the article was not particularly damaging and it was agreed not to contest the inaccuracies reported.</p> <p>10. Merger costs</p> <p>The JSG reviewed the project management costs to date and the position going forward at its meeting on the 12 July 2021 and agreed to continue with FEA at a cost of £20k split between the two colleges until December 2021 when the position will be reviewed.</p>	
11	<p>1. Final Budget 2021-22</p> <p>JM reported on the headlines in the summary paper. The budget for 2021-22 and outline numbers are looking good. The College is continuing to improve its financial position largely driven by actions on cost control, tough decisions on staff costs, and student growth. Applications look very strong and underlying trends looks positive. There is a conservative view on applications, assuming 12% against 25% which provides some comfort.</p> <p>The College has built in a further degree of conservativeness by not assuming in year funding although the precedent suggests there will be.</p> <p>EBITDA shows an improved financial situation.</p> <p>Cash would be robust but for the uncertainty of the capital project. Cash management and areas of concern need close monitoring in this area.</p> <p>The underlying strength of the numbers in the budget shows things are improving from where they were a few years ago. Last year the College was Inadequate it is now Requires Improvement and next year will be Good if the budget is met.</p> <p>IR agreed and that if the College was to get in year funding it could be Outstanding next year which is a fantastic position to arrive at compared to a couple of years ago.</p> <p>Key risks to the budget are listed at the bottom of p.4 – Covid, land sale and capital project, student numbers not meeting target, AEB volumes being below expectations.</p> <p>IR noted that he has chosen a version of the capital plan which is the six month delay for the budget, that may prove to be optimistic. At present there is no indication of what the delay will be and he has decided to run with what there is and re do when there is a realistic timeline.</p> <p>Pay award for staff</p> <p>AdL reported that IR worked on forecasting of a 2% pay award for staff from the 1 August 2021, based on affordability and this was recommended for approval by the Finance and Resources Committee subject to a point on the effect on harmonisation. AdL noted that this can't be an exact science as roles not all mapped across RuTC and HCUC. Headlines are significantly more pay at HCUC and longer holidays for teachers at RuTC. The conclusion is that the pay award will not impact on the work of harmonisation. For lower levels of support staff and admin the College need to be mindful not to detriment those staff when moving across.</p> <p>The reasoning for the pay award is to recognise the hard work from staff, the growth in student numbers and the financial growth of the College.</p> <p>RESOLVED: The Board approved a final budget for 2021-22, outline budget for 2022-23 and a 2% pay award for staff effective from 1 August 2021</p> <p>The Chair thanked the Finance and HR team for the conclusion of a lot of good work.</p> <p>Bad debt schedule</p> <p>IR reported that the schedule has been through FRC, in terms of the Financial Regulations it is not essential to bring to the Board but given it is the first right off of debt in some while and the size of the debt it has been brought for transparency. The team has now got the processes in place for invoicing and debt recovery and a lot of good work has been done this year. There is no detrimental effect on the financial position of the College. The schedule contains a lot of small balances, some are going back three or four years. JM noted that the debt right off makes sense, clears up the balance sheet; this process is a fact of life and it is good housekeeping.</p> <p>RESOLVED: The Board approved that RUTC write red debts as bad debt (£130k). The current bad debt provision in the balance sheet is approx. £160k.</p> <p>May 2021 management accounts</p>	

	<p>IR noted the similar position on key risks around capital and delivery of AEB. The forecast will be revised again as some of the variances start to bite. All KPIs are forecast as green.</p> <p>IR noted that he has not included in the papers but provided an update on the cash position and the mitigation of the revolving credit facility. With the fluid risk position this is also at risk to the revolving credit facility and he may not be able to get over this over the line, but because of the change in circumstance IR suggested the higher fixed cost at the front with a lower interest cost may be more suitable. Failing that, it is important for the Board to be aware that the College may need to go to the ESFA and this will be flagged at the next ESFA case conference. Clarity has been requested from the brokers on their position. (IV left the meeting for 5 minutes at 19.27)</p>	
12	<p>Capital and planning position to date</p> <p>SFW reported that it is a difficult situation. There has been an issue with planning which goes back to Haymarket Media Group not going ahead with the Tech Hub. At that time there was a change to the sports hall plan. There was a funding gap with the Council to deliver the school sports hall. Clarion Phase 2 is dependent on the community use and assurance cannot be given because there is no ownership over the school sports hall and the funding gap. Clarion want to de couple the community use facilities because they must be delivered before they have any occupancy of their residential build. There are a lot of moving parts. There were issues about not being able to get into agreement with Clarion. A meeting was arranged and facilitated by LocatED and attended by the ESFA and all partners. Notes are included in the papers.</p> <p>There was a discussion about the parcel of land and heads of terms have been set up. There was a conversation about a need for stakeholder engagement and that was accepted. [confidential item]</p> <p>SFW noted that the situation is so fast moving that the position will change by Friday.</p> <p>It was noted that the summary of the round table meeting is included in the papers and weekly meetings are being set up and facilitated by LocatED from next week.</p>	
13	<p>Risk register</p> <p>AdL reported that the risk register is at a point in time and the revised risk register and operational risk register will come to FRC next term. Generally it is a positive picture and most of the risks have reduced, there is a red risk around workload and merger, it has increased to a small level and is still in the green band. The cashflow due to the Phase 2 and Clarion is the only remaining red risk.</p> <p>The Chair reported that risks will be linked into the weekly LocatED round table meeting and a newly refocused look at the College's own standalone risk register with more granularity on the sustainability of RuTC will be required. There needs to be more work on different scenarios. The process will be feeding the JSG risk work and tracking closely the weekly LocatED work.</p> <p>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.</p> <p>The Chair thanked AdL for the work and the anticipated work to take forward.</p>	AdL
14	<p>Audit and Risk Committee</p> <p>The Committee noted that a verbal report from the meeting of 8 June 2021 came to the 10 June 2021 Board.</p> <p>RESOLVED: The Board approved the External Audit Strategy.</p>	
15	<p>Curriculum, Quality and Standards Committee</p> <p>The report from the meeting of 29 June 2021 was taken as read and there were no questions raised. It was agreed that a number of items on the agenda had been covered during the meeting.</p>	
16	<p>Finance and Resources Committee</p> <p>The report from the meeting of 30 June 2021 was taken as read. JM reported on recommendations as follows:</p> <p>RESOLVED: The following items were approved:</p> <ol style="list-style-type: none"> 1. Supply Chain Fees and Charging Policy 2021-22 2. Extension of letter of support for RuTC Trading Services Ltd <p>JM noted that RuTC Trading Services Ltd is the catering arm which is a separate legal entity. As a result of the pandemic, student numbers in College going down and lack of opportunity it has been trading at a loss. The letter of support is to allow Trading Services to continue providing the catering service to the College, otherwise it would be trading while insolvent. There is a</p>	

	<p>need to extend the letter because the current letter will not cover the support required. It has been extended to £60k to cover costs to July and September 2021.</p> <p>3. The Board noted the HR update.</p> <p>The following items recommended by the FRC were covered earlier in the agenda as follows:</p> <p>4. Final Budget 2021-22 – see item 11.1</p> <p>5. Bad debt schedule – see item 11.3</p>	
17	<p>College Redevelopment Project Group</p> <p>The Board noted the report from the 23 June 2021 meeting and it was agreed that the discussions from the 13 July Committee had been considered under item 12.</p> <p>SFW reported that the S278 is with TfL and the College have completed and signed its side of the agreement.</p>	
18	<p>Search, Remuneration and Performance Committee</p> <p>SK reported on the meeting of 13 July 2021. The Committee is continuing with standalone governance. The aim is to use the merger pause as a time to focus on the statutory areas of oversight, link governors, the student voice facilitated by Rachel Scarborough and voluntary monthly twilight sessions around governance matters.</p> <p>Self assessment processes are up to date with the Board self-assessment due out at the end of the month. The Committee Reviews of Effectiveness have been completed with the exception of CRPG who have deferred until September and the outcomes will come forward to the Board in October. Attendance is 85% which is slightly down on last year and reflects number of extraordinary meetings convened.</p> <p>An internal audit on governance by Mazars has come back with a clean audit with no recommendations which underscores the strong governance in place.</p> <p>RESOLVED: The following items were approved:</p> <ol style="list-style-type: none"> 1. Pay award for staff (see item 11.1) 2. Jason Jones was appointed as a Director to replace Jim Marshall on RuTC Trading Services Ltd from 30 July 3. The extension to the terms of office of three coopted governors until dissolution (Paul Leonard, John Poole, Will Whitmore) 4. Board schedule 2021-22 5. Cycle of Business 2021-22 <p>SK reported that due to the late change to the merger date the cycle is based on this year's cycle. As this has been extensively reviewed last year and can be updated through the year the SRP Committee were comfortable with this position.</p> <ol style="list-style-type: none"> 6. Board and Committee membership for 2021-22 	SC
19	<p>Any other business</p> <p>There were no items raised.</p>	
20	<p>Meeting dates for 2021-22- the Board approved the full Board schedule at 18.3</p> <p>Wednesday 20 October 2021</p> <p>Tuesday 7 December 2021</p> <p>Holding dates:</p> <p>Tuesday 29 March 2022</p> <p>Wednesday 6 July 2022</p> <p>All 17.30-19.30</p>	
	<p>The Chair passed on his thanks to officers for their work in this extraordinary year and thanked governors for their work. He thanked those governors who were not going forward post-merger for agreeing to stay on and work with the College across the next period. The Chair noted that it is very sad it is the last meeting for JM who has been wise, expert, cheerful, diligent, and much more. JM has been really great to work with, has excellent attendance with a grip on finances and everything at the College and has done it all with great good humour and has been very assuring to have as a colleague. The Chair thanked JM for everything and for overseeing an improvement on the College's financial position, working closely with IR. On behalf of the Board the Chair noted how grateful the College are for his time and support and wished JM all the best for the next role. JM noted that he had really enjoyed the last year despite the challenges, nobody had said it would be this interesting or that there would be so much involvement in committees and issues. The</p>	

	<p>circumstances for leaving are unfortunate as JM had agreed to stay on to see the merger through and is sorry not to be able to. JM noted that he has enjoyed working with all fellow governors and passed on thanks to the leadership team for the support and help and work they have done. Work with IR, AdL, SFW and JJ has been great and they have done a tremendous job turning the College around and have made JM's role much easier. It is a great management team.</p> <p>MS reported that he had sat on JM's interview panel and there was no idea what was going to happen. It has been a real learning environment that JM has put fun into and been instrumental in change supporting officers and giving them the opportunity to thrive. Colleagues looked forward to seeing JM at the Board dinner for a proper farewell.</p> <p>HM has had to leave the meeting and will be thanked offline for all his support on the Board this year as student governor.</p> <p>The Chair thanked CO and her team for all the work on safeguarding this year.</p> <p>[Staff governors departed: 19.55]</p>	
21	<p>Confidential Search, Remuneration and Performance Committee</p> <p>1. Confidential report from the meeting of 13 July 2021 [confidential item]</p>	

Meeting closed: 20:00