

BOARD

Monday 15 November 2021 17:30-19:30 Boardroom and Teams
(rescheduled from Wednesday 20 October 2021)

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; Alex Gallagher; Helen Litvak; Rosemary Scully Staff Governors: Neal Hook; Cait Orton. Student Governors: Yasmin Eltaki; Mohamad Armoush
In Attendance	Rose Turner (Deputy Principal, Curriculum and Quality)/Susanne Davies (consultant Curriculum and Quality); 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); Chris Dearnley (ESFA) (observer); Sarah Connerty (interim Governance advisor)
Apologies	Andy Chew; Sheila Fraser-Whyte; Rose Turner; Rachel Scarborough

Item	Item Description	Action
1	<p>Welcome and apologies The Chair welcomed colleagues to the meeting. The new student governors Yasmine Eltaki and Mohamad Armoush were due to attend their first meeting but MA was unable to join the meeting and YE attended briefly under item 18. Apologies were received from Andy Chew, Rachel Scarborough, Rose Turner and Sheila Fraser-Whyte. Ian Rule joined the call while travelling. Rosh Sellahewa will leave the meeting at 18.30.</p> <p>Ratification of Student Governors for 2021-22 The ratification of student governors was deferred until the next meeting.</p> <p>Update from the Chair and CEO The Chair noted that the meeting was postponed from 20 October due to the bomb scare following quite a few difficult days for the College. The death of Hazrat Wali has had a huge impact on the College community. Hazrat hadn't been at the College very long. He was a conscientious and well liked member of the College community and the whole event is a tragedy. Work is underway around behaviour at the College led by JJ and Rosemary Scully has been supporting in this area. JJ will speak to this later in the agenda. It is important to discuss the response for the whole College community and there are a set of safety and behaviour related questions but this evening is not the time for that. This is the first-time colleagues have been together to spend time reflecting on this event and the Board started the meeting with a one minute silence for Hazrat. [17.36 - AG joined the meeting].</p> <p>The Chair reported that there is a very large agenda because of the earlier postponed date and the amount of extraordinary business at the College. The Committees have worked hard over the last two terms within their remits and these items will be taken as read except for items for approval unless colleagues want to raise any points. Key items for approval at the meeting are the Quality recovery plan (QRP) – this is key and central to what the Board are doing. There are a series of complex capital and planning issues, a merger with its infrastructure, the CLT's job of running the College and there is still a significant police response</p>	

	<p>ongoing and a significant escape of water from the 4th floor.</p> <p>The Chair apologised for the volume of papers, many of which are background that have been pushed down as for information items. In amongst the detail the Chair asked governors to focus on the priorities. The Board have not lost sight of the priority that is the pursuit of excellent teaching and learning for our students. The QRP is centrally important to this and is the golden thread.</p> <p>There is significant detail such as the transfer of land to the Council in the capital and planning item. It all bears on securing merger, why, because it benefits our students and staff that is why continue to press hard on making that progress.</p> <p>Key items for approval this evening are:</p> <p>Core business items:</p> <ul style="list-style-type: none"> • Strategic objectives and priorities for 2021-22 • KPIs for 2021-22 • QIP and QRP • Risk register and policy • College policies <p>Capital and planning:</p> <ul style="list-style-type: none"> • Transfer of land to the Council to progress the capital project • Sealing of the Longstop agreement with Clarion to extend the purchase of the phase 2 land by six months <p>Finance and solvency:</p> <ul style="list-style-type: none"> • Barclays overdraft facility <p>All decisions taken this evening will have a student focus and rationale.</p>	
2	<p>Declarations of interest</p> <p>SC declared an interest under the governance role at item 18.</p> <p>JJ noted that he would depart the meeting prior to the consideration of the CEO’s performance review and objectives at item 19.</p>	
3	<p>The minutes from the meeting held on 14 July 2021 and 11 October 2021 were agreed as a true and accurate record.</p>	
4	<p>Actions and matters arising</p> <p>The Chair noted that all items are included on the agenda.</p>	
5	<p>Safeguarding report</p> <p>CO noted that this is the annual report from September 2020-August 2021. The November report will come to CQS later this month and this item was considered by CQS on the 19 October. The report was taken as read and CO highlighted the following areas (see full report for details):</p> <ul style="list-style-type: none"> • There is narrative around figures and former incidents. • Mental health remains the largest referral category • Two former students died from fatal stabbings in June 2021 and August 2020 • Mapping work has been carried out to provide the College with assurances around students known to Serious Youth Violence and there are no suspected links to the fatal stabbings • There have been no Prevent cases • The team promised in the June report a thematic review of cases referred to the safeguarding team which included peer on peer sexual abuse. The review shows they are very diverse and there are no particular themes, and the November report picks this up • Achievement rates of care students have declined by remain at a higher rate that the College average • 136 students were referred to the counselling services • 539 students in receipt of a financial bursary • Updates on staffing • Updates on policies and procedures • A section around Covid19 and the impact of the January lockdown and the College response. <p>The Chair noted that it is a very helpful pulling together of information from the last year and asked if there are any broad themes the Board wish to consider in further detail that arise out of the last academic year. It was noted that JJ would touch on some of the related issues on behaviour in his report that are questions on all colleagues’ minds at the moment.</p>	

	The Chair thanked CO for the report.	
6	<p>Student voice update</p> <p>The Chair noted that this is at the foreground of all meetings. The reality is that more work would have liked to have been done on student voice last year and it is the intention for this academic year. There has been a lot on at the College and it has not been brought together for this Board meeting. It is about how to involve our newly elected student governors over the year.</p> <p>At the meeting on the 14 December Rachel Scarborough will attend and provide updates on the Board actions around the diversity of the Student Council, thoughts on how to build resilience and independence in our young people and ideas on how governors can support the College in their work with students. The Chair noted that it is about bringing governors into the life of the College and getting learning walks firmly back on the agenda whilst recognising the volume of work for the Board at the moment.</p>	
7	<p>Principal & CEO report</p> <p>JJ noted there are a wide range of areas in the report(see report for full details). Key points raised were:</p> <p>Serious incident of 12th October</p> <p>The tragic death of Hazrat Wali. The whole College was impacted by the incident. There are still ongoing police investigations, so information disclosed is limited. JJ thanked governors and particularly the Chair for the support which has been fantastic and as a senior team and as a College that support was really felt. JJ reiterated the fantastic response from the whole team and the tragedy has galvanised and pulled teams together and JJ is incredibly proud of the College.</p> <p>Student behaviour</p> <p>CO has touched on this in the safeguarding report. The College have identified a significant increase in behavioural issues, with some but not all related to the 12 October incident. JJ was pleased to say that this half of half term there have been no further major incidents and the College is starting to see things calming down a little bit. RS has put the College in touch with a contact with the Mayor's Office for Policing and Crime (MOPAC) and a really good conversation has taken place with the offer of further support.</p> <p>Achievement Rates 2020-21</p> <p>All continuing aims have now been closed down and the final overall achievement rate for 2020-21 has been confirmed as 72.8%. This breaks down as 70.9% for 16-18 and 78.5% for 19+. Rose Turner (RT) is working on the SAR with Heads of School and that will come to CQS on the 25 November and the Board on the 14 December and will included further breakdowns by curriculum area and levels.</p> <p>Strategic Plan and Key Priorities 2021-22</p> <p>The College have taken the same approach as last year, because of being in a delayed merger context. The four key priorities from the last academic year have been updated with continuing and new priorities, the main one being the QRP. These have been through CQS and the extraordinary Board on the 11 October.</p> <p>HL noted that she enjoyed reading the document and it is well thought out. Normally indications of measures of success are included in the report and HL questioned that in terms of a KPI or a target or narrative can these be included so the Board knows how successful the College has been. JJ reported that the key priorities link to the KPIs and he will include an additional column for this for ease of monitoring.</p> <p>RESOLVED: The Board approved the Strategic Plan and Key Priorities for 2021-22</p> <p>Proposed College Key Performance Indicators for 2021-22</p> <p>JJ noted that the KPIs have been through the Committees.</p> <p>HL noted that there was a really good figure around staff satisfaction and staff feeling supported by managers.</p> <p>RESOLVED: The Board approved the College KPIs for 2021-22</p> <p>Curriculum, Quality and Student Experience including the Quality Improvement Plan and Quality Recovery Plan</p> <p>JJ reported that the new parents welcome evening had 200 parents and the team were buoyed by the positivity of the evening. There were a few concerns on timetabling and teething troubles, but overall comments were really positive with a lot of references to students being given second chances and the opportunity to start again.</p>	JJ

The SAR is in progress. The QIP which embeds the QRP is included in the papers. At the extraordinary meeting on the 11 October it was agreed that rather than run two documents the team had made the decision to embed the QRP into the main QIP. This is in blue font. The lesson observation process has been revised this year led by Susanne Davies and curriculum deep dives are underway. GOAL walks have started and the first theme was lesson starts and outcomes are being pulled together. The formal lesson observations will start in the next two weeks and JJ would welcome governors to come in and shadow both observations and GOAL walks and the team can facilitate that. JJ agreed to send out details.

JJ

Attendance – this has a lot of airtime particularly at CQS. A new strategy is in place. It is too early to see impact, but this is being closely looked at on a weekly basis at the Curriculum Operations Group (CoG) and Heads of School (HoS) meetings and each HoS has to give an account of attendance on a weekly basis from their areas.

16-19 tuition fund – the College were awarded £237k for the Covid recovery funding and are in the process of finalising with a view to starting the majority of work in January. The impact will be monitored very closely.

Learner numbers

Numbers are below allocation. At enrolment the numbers were very high although there was drop to 2002 against 2096 for 16-18s.

The Board noted that 316 students have withdrawn and asked is there any reason for this being across particular subjects. JJ agreed that the bulk of withdrawals are in STEM and the team are looking at the reasons why, but it is difficult at this stage to see. Speculation is that this may be to do with the building and quite a lot of the exclusions do come from the construction and engineering cohorts. There is more analysis to be done and the College are doing that.

JJ

HL reported that when the analysis is done recruitment messaging and hot spots in terms of marketing could usefully be undertaken to understand why and counter that going forward.

JJ noted that managing expectations of the course is a key area. There is a clear line about engagement or lack of, and attendance was significantly low. This is part of the engagement strategy. RS noted that anecdotal feedback from security at the College was that the biggest behavioural issues were coming from the construction area and JJ confirmed this is a fair analysis. The Board asked about how the drop in learner numbers would affect funding and JJ confirmed that the funding allocation will reflect figures for this year so will be reduced.

VN noted that the College were optimistic about enrolment before summer and now it does not look good and questioned is there some grasp on what changed. JJ explained that there is a pattern across colleges in London and a lesser extent across the sector. Speculation is that the impact of the TAG and more students with higher grades across the year 11 sector meant a lot more students stayed on at school sixth forms or took up alternative provision. HCUC just made its allocation but did not see any growth. It is something that merits further analysis and JJ will take this forward.

JJ

MS noted that it is the difference between enrolment targets but it also about keeping students for the first 40 days in and it is the retention that has been the issue.

SD reported that after the census date if students carry on and then are not able to achieve it affects the success rate.

The Chair asked where the larger effect is, the TAG and students having potentially more options or the drop out from early September. The Chair noted that the lead time for enrolment is longer. JJ agreed that this year was an earlier enrolment than ever before. The College, even though it was recruiting above allocation, was not above target for recruitment and was nowhere near the 2600 the data suggested. The CLT had talked about the curriculum planning modelling which kept being rerun to check the data. IR based the modelling on a reduced number for staffing which was the right move.

The Chair noted that the work would continue in understanding what has happened as it does seem relevant to where the resource goes in the future.

Finance, MIS and IT

The College has now been awarded Cyber Essentials and Cyber Essentials Plus and JJ and the Board passed on thanks to IR for leading and Stephen Hacon and his team for all the work.

HR&OD

A lot of work has been done around CPD and staff wellbeing. The College received the Richmond

	<p>Business award for best training and development for their efforts in focusing on work to mobilise delivery during the pandemic.</p> <p>Estates and Health & Safety</p> <p>AdL led the team on a wide range of initiatives and business as usual. A lot of work was done to keep staff and students safe and the CLT do believe it is a safe campus despite the recent incidents.</p> <p>Major water leak</p> <p>JJ noted that this was heart breaking for the College and was extensive. An elbow joint on a water pipe that was not properly connected came loose on Saturday evening and was pumping water out for 36 hours. It flooded the NE part of the building from the 4th to the ground floor. Lessons were cancelled on Monday morning and remote delivery commenced from noon. The College were able to seamlessly mobilise remote delivery. Students were back on site on Wednesday with some re timetabling. Mark Brough and team have been brilliant. All relevant health and safety checks, including fire have been carried out and the building is safe.</p> <p>Capital development project</p> <p>Following discussions at the Joint Steering Group HCUC have moved to five gateways rather than the nine risks which need to be negotiated before proceeding with merger. JJ felt it is useful to see them in this way. The gateways are: Clarion contractual arrangements, planning for sports, ISG contract and validity of the figure quoted, the GLA contract and potential for clawback, visibility on the RuTC working capital position.</p> <p>RESOLVED: The Board agreed to share monthly cashflows with HCUC</p> <p>Merger</p> <p>The JSG papers from the 13 September, 6 October and 8 November are included in the Board papers for information and will continue to be shared with governors who do not attend the JSG meetings.</p> <p>Risk register</p> <p>The updated risk register has been through the Audit and Risk Committee and relevant risks have been through committees.</p> <p>RESOLVED: The Board approved the revised risk register</p>	
8	<p>Capital and planning matters</p> <p>1. Report on progress and Gantt charts on capital and planning timeline</p> <p>JJ reported on the paper produced for the previous meeting which focuses on the five gateways with comments from IR and Nolan Smith (Fusion) on progress against each of the gateways.</p> <p>A couple of key updates are:</p> <p>Clarion contractual arrangements – [confidential item]</p> <p>ACTION: The Chair will pick this up after the meeting with the ESFA.</p> <p>Balustrade</p> <p>This is awaiting QS costings and will come back to the Board.</p> <p>Phase 2 enabling works are now complete</p> <p>Sports hall – an addition storey to meet the planning conditions is being progressed by Fusion</p> <p>Transfer of College land to the Council</p> <p>JJ noted that draft Heads of Terms are included in the Board papers for approval. Some comments have been received from JA today which will be taken forward with Eversheds.</p> <p>The Chair noted that this is an important item and asked colleagues to refer to the letter from the Council to SFW. The headline is that the transfer facilitates the resolution of interdependent issues. The underpinning rationale around why the Council requires the land is that it is required in order for the Council to satisfy the detail of the planning zoning and this refers back to the historic OPA. It has been well trailed over the last six months.</p> <p>The Chair noted that in order to provide reassurance on the process the following steps have been taken:</p> <ul style="list-style-type: none"> • The auditors and Eversheds have been consulted by IR who confirmed both were content that waiving the charge for the land constituted good practice in that it avoided much larger costs from delays or having to build the original sports centre • Eversheds advice around charity law and asset disposals has been requested by SC. The Board needs to be assured that it is: <ol style="list-style-type: none"> 1. Acting within its powers and responsibly, reasonably and exercising sound judgement 	

2. Acting in the best interests of the College and getting the best deal possible for the College
3. Making sure that the Corporation is reasonably informed and seeks specialist advice
4. Eversheds advise that although the Corporation as an exempt charity is not caught by the detailed requirements of charity law around land sale they should ensure they obtain a written valuation for the land and set out a clear record of the rationale for gifting rather than selling the land at market value based on the valuation
5. Take account of all relevant factors.

- The ESFA has been consulted and is included in CRPG papers and invites; the GLA have been involved in the discussions as part of the CRPG; all parties are involved in the REECH Board where the item was discussed
- The area of land requested by the Council is 391m². This is 29m² larger than the obtained valuations from Montagu-Evans [Valuations were on plots of and 243m² and 363m². The conclusion in the valuation report is that either plot of land is unlikely to transact for more than £100k. The plots were valued at £35-65k and £55-95k respectively]

The Chair noted that the land has a value but there is a much greater benefit to the College to resolve the issues that have been the subject of detailed scrutiny of committees and the wider REECH governance and will lead to securing merger.

The Chair noted that the comments received from CRPG have not yet been built into the HoT but will be taken account of by lawyers.

VN felt it is a very sensible way to move things forward but questioned in the light of the Council's further questions of planning with lawyers, does that change the risk profile of making this decision. VN asked if making this approval at the same time as the current position with the Council is a risk or are the two so far removed it is not a consideration.

The Chair noted that this is an excellent question and one that he had spent time on today with JJ. It is a judgement call on whether to take away that prior intention to unblock issues and create a space to make it part of further bargaining. The Chair agreed it is a disconcerting position. The Board needs to recognise that the funding gap for the school sports scheme hasn't been resolved and there is a will on the part of the College to want to proceed in good faith and go forward.

JJ agreed that it feel counter intuitive but felt it is the right thing to do. There is a value to the land of £80k but the non-monetary value outweighs it. One of JA's comments for the HoT was to include conditionality rather than obligation and this is important. The HoT request assurance to meet the funding gap by the end of November which is a ransom strip with a knock-on effect for Clarion and the funding gap.

SK noted that and understood it is a good thing to do but suggested it is around timing and proposed that the Board defer the decision and look at it by email when the outcome of the further QC advice is received.

The Chair felt this was a good suggestion and asked JJ if there is a particular time pressure. JJ noted that this would be fine, and a few further days would be ok. The Chair reported that he is meeting with the CEO of the Council and Paul Chadwick on Friday.

The Chair noted that JA's comments about a conditional measure supports the view that if the condition was progressed the land transfer would progress and that conditions must be objective and achieved. A legal agreement that embeds those conditions is essential.

ACTION: The Chair requested that final papers packaged up by lawyers encompassing the changes requested come to the Board for approval.

VN asked if the Board can come to some degree of resolution and transparency at the meeting.

The Chair asked SC for advice around the best way to proceed with approval. SC advised that as it is such an important matter it would be preferable not to take to a written resolution. It was agreed to use, subject to governor's availability, a short amount of time at the upcoming Finance and Resources Committee on the 23 November to consider the revised HoT and approve.

RESOLVED: JJ/IR to take the comments from the Board to Eversheds to finalise the HoT. SC to schedule an extraordinary Board on the 23 November 2021 at 17:30

After note: for information the proposed revisions suggested by JA to the HoT are:

1. Make the buyer obligations into 'conditions' - so we will exchange on the transfer now, but the transfer only becomes effective when the conditions have been objectively met. The key one for us clearly being evidence of financial capacity to deliver, so we need to get advice on exactly what will

JJ/IR

JJ/IR
SC

	<p>deliver that condition (money placed in escrow would be the extreme model, but critically whatever we define here needs to meet the matching condition with Clarion and LBRUT.)</p> <p>2. The pre-emption term is too simple - the obligation must be to offer, and agree, to a sale at £1, whereas as currently drafted just the offer is covered and they could then theoretically turn down our acceptance.</p> <p>3. A lawyer's quick review on the restricted covenants clause.</p>	
9	<p>Finance:</p> <p>JJ noted that in IR's absence this item will be carried to the 14 December. Key points are:</p> <ul style="list-style-type: none"> September accounts – IR has alerted JJ that 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. Additional expenditure related to the QRP is still within the contingency but runs it down quite significantly. <p>Barclays overdraft</p> <p>JJ reported that the Barclays overdraft is in response to the profile of payments from the ESFA which is indicating some quite tight points. The overdraft has been received this afternoon and the proposal is to defer for Board approval until the next meeting.</p> <p>IR from the chat noted that this would be too late for approval and requested a written resolution prior to this point.</p> <p>The Board considered and agreed it would be preferable to take to the extraordinary meeting to be scheduled for the 23 November 2021 if this timing was suitable. IR confirmed on the chat that this was.</p> <p>The Chair noted that the ESFA case conferences go through the financial and management data in detail and although this is not a replacement for Board scrutiny it does provide assurance.</p> <p>RESOLVED: The Board agreed to consider the management accounts and cashflow at the Board meeting on the 14 December and the Barclays overdraft facility at the Extraordinary meeting to be scheduled for the 23 November 2021</p> <p>JA confirmed that the background to the overdraft went to a previous FRC but he appreciated the need for the Board to defer and bring to the 23 November as they have not had the final assurance on the terms of the overdraft and it would be appropriate to sign off with further engagement.</p>	<p>IR</p> <p>IR/SC</p>
10	<p>Use of the College Seal on the College's Long stop agreement with Clarion</p> <p>JJ reported that Clarion have agreed to a six-month extension to the Phase 2 purchase agreement and the item is on the agenda to approve the seal and sign of the revised Deed of Variation.</p> <p>JA noted that the College has had a couple of previous DoV and asked for assurance that there are no further amendments, and the agreement is simply carrying forward the status quo to a new date. JA noted that under the CRPG it has been established that the College would be looking for advice from Gerald Eve on the value on the land. JA asked for assurance that entering into an extension would have no impact on the value of the land as this is extending the exclusivity period.</p> <p>JJ confirmed that there are no material changes on the date. The exclusivity is something that needs to be looked at, but the College are not anticipating going out to an alternative purchaser. The Chair suggested that in IR's absence, unless there is a particular time pressure this item should also go to next Tuesday's extraordinary Board when the questions raised can be answered.</p> <p>RESOLVED: JJ/IR to respond to the questions above and SC to add to the agenda for the extraordinary Board on the 23 November 2021.</p>	<p>JJ/IR</p> <p>SC</p>
11	<p>College Redevelopment Project Group (CRPG)</p> <p>Minutes from the 13 July, 25 August, 12 October, 9 November 2021</p> <p>JJ noted that updates had already been covered in the agenda. During this extraordinary period in capital and planning it was agreed that the Board would receive full minutes of all CRPG meetings for information.</p>	
12	<p>Curriculum Quality and Standards Committee:</p> <p>The minutes of the meeting of 19 October 2021 was taken as read.</p> <p>1. Quality Improvement Plan and Quality Recovery Plan</p> <p>It was noted that this had already been covered and approved earlier in the agenda. MS reported that JJ and colleagues are working hard on curriculum and quality at the College. There were no questions raised.</p>	

	2. RESOLVED: The Board approved the CQS terms of reference which remain unchanged.	
13	<p>Audit and Risk Committee: The report of the meeting of 28 September 2021 was taken as read. There were no questions raised.</p> <p>RESOLVED: The Board approved the:</p> <ol style="list-style-type: none"> Risk management policy and procedure Audit and Risk Committee terms of reference <p>SC reported that the ARC terms of reference are updated in line with the changes to the Audit Code of Practice</p>	
14	<p>Finance and Resources Committee The report of the meeting of 30 September 2021 was taken as read. There were no questions raised. The Barclays overdraft facility was considered at item 9.9 and will be taken for approval alongside the Treasury Management Policy to the extraordinary Board meeting on the 23 November 2021.</p> <p>The Board approved the:</p> <ol style="list-style-type: none"> Health, Safety and Welfare policy Environment and Sustainability policy <p>JA noted that both of these items would be looked at through the year by the Committee.</p> <p>The Board approved the:</p> <ol style="list-style-type: none"> Finance and Resources terms of reference which remain unchanged. 	
15	<p>Search, Remuneration and Performance Committee The report of the meeting of 10 November 2021 was taken as read. SK reported that Andy Chew has resigned as a member of SRP Committee, Finance and Resources Committee and the Joint Steering Group and will remain as Vice Chair and Chair of the College Redevelopment Project Group.</p> <p>The Board approved the:</p> <ol style="list-style-type: none"> SRP Committee terms of reference which remain unchanged <p>The Board noted the College's Senior Post Holder Remuneration Code: Annual Statement to the Board which will be published on the College website.</p>	
16	<p>Meetings for 2021-22: 14 December 2021; 29 March 2022; 6 July 2022 (all 17.30 starts)</p> <p>The Chair noted that following this meeting colleagues would be invited to an exceptional Board at the start of the FRC on the 23 November at 17.30.</p> <p>The Chair noted that a Board social event is planned for the 7 December 2021 in The View restaurant organised by Neal Hook.</p>	SC
17	<p>Any other business There were no items raised.</p> <p>The Chair noted that sadly the student governors did not join the meeting and he would meet up with them prior to the next meeting.</p> <p>The Chair thanked staff governors for their time and contributions. [Staff governors departed at 19.20]</p>	
Confidential C items		
18	<p>[YE joined the call: 19.20] The Chair welcomed YE to the meeting and passed on congratulations on the appointment to the Board. Colleagues introduced themselves. YE noted that she was studying Business and Law BTEC at the College, is 17 and is elected as joint student president will fellow student governor MA. YE is very excited about the new roles. The Chair thanked YE explaining that it was an exciting time to join the Board and student governor contributions will be gratefully received. SC noted that as this is the confidential section of the meeting so YE would depart at this point. The Chair explained that this constituted a very small amount of the Board's business and student governors were fully involved in most Board business. [YE departed at 19.27]</p> <p>The confidential minutes from the meeting held on 14 July 2021 were agreed as a true and accurate record.</p> <p>The Chair thanked officers for their time and contributions. [Officers departed at 19.42]</p>	
19	<p>Confidential Search, Remuneration and Performance Committee The report of the meeting of 10 November 2021 was taken as read. SK reported that Andy Chew as</p>	

	<p>resigned as a member of Search, Remuneration and Performance Committee, Finance and Resources Committee and the Joint Steering Group. AC will remain Vice Chair and Chair of the College Redevelopment Project Group.</p> <p>[confidential item]</p> <p>The Chair thanked JJ for his time and contributions. [JJ departed 19.35)</p>	JJ
19	<p>Objectives and performance review for 2021-22 for the CEO</p> <p>Confidential item</p>	

Meeting closed: 20.12