

**BOARD**

**Wednesday 30 March 2022 17:30-19:30 Boardroom and Teams**

## Draft minutes

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| <b>Board</b>         | <p><b>Independent Governors:</b> Ian Valvona (Chair of Corporation); Sue Kingman (VC); Andy Chew (VC); Vincent Neate; Rosh Sellahewa; Mike Sutcliffe; John Anderson; Alex Gallagher; Helen Litvak; Rosemary Scully<br/>Jason Jones (acting CEO and Principal)</p> <p><b>Staff Governors:</b> Neal Hook; Cait Orton. <b>Student Governors:</b> Yasmin Eltaki; Mohamad Armoush</p> |
| <b>In Attendance</b> | Susanna Davies (Curriculum and Quality lead); 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) for item 6; Chris Dearnley (ESFA) (observer); Sarah Connerty (interim Governance advisor)               |
| <b>Apologies</b>     | Rosemary Scully, Andy Chew   |

| Item     | Item Description  | Action |
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| <b>1</b> | <p><b>Welcome and apologies</b></p> <p>The Chair welcomed colleagues to the meeting. Apologies received from RScu and AC. AG and MA did not attend the meeting. RS will join the meeting at 18.50 for the student voice item and RS and SK did not join the start of the meeting.</p> <p>The Chair noted that there is a will to streamline some of the Board processes in order to try and hone in on key issues and decisions and is grateful to SLT and SC for the review of governance in the round. This includes getting papers out on time, concise approvals and decision focused papers, clear actions and contextual paperwork being put into appendices. Colleagues are already focused on the key documents - the QIP/QRP, management accounts, risk register, merger timelines, capital and planning gantt chart alongside the excellent work from CO on safeguarding and the student experience updates from RSc and the student governors and he encouraged Board members to take time to focus on the key documents. There are going to be times when the Board must be into the detail but to take a step back and be really clear on the strategic approach when it comes to key decisions to secure a successful future of the College is important. The core business is students and excellent teaching, learning and assessment. This is an iterative process and an attempt to strip back, and feedback is welcomed.</p> |        |
| <b>2</b> | <p><b>Declarations of interest</b></p> <p>There were no declarations received.</p>  |        |
| <b>3</b> | <p><b>The minutes from the meeting held on 14 December 2021 were agreed as a true and accurate record.</b></p> <p><b>The electronic resolution from 17 December 2021 on the sign and seal of the legal charge over Phase 2 land for the proposed Barclays overdraft facility was ratified.</b></p> <p><b>The minutes from the extraordinary meeting held on 14 February 2022</b> around teaching staff terms and conditions are included in the confidential section of the meeting for approval. At the extraordinary meeting, governors were very clear that they would like staff and student governors to have the opportunity to contribute to the Board discussions around the consultation on staffing terms and conditions which is now underway. The Chair noted that the consultation is not an easy process, but the Board believe it is the best way forward to provide the best student experience possible at the College.</p>  |        |

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|   | <p>The Chair asked if staff and student colleagues had any reflections on the consultation on staffing terms and conditions. CO and NH have discussed together. NH reported that he has had a long conversation with AdL and JJ and understands that yesterday there was an offer put on the table with the Unions. NH's view is that this needs to be done to support students and on the whole it is a good idea to have extra time to support staff, develop plans, have extra training and be more effective. A lot of staff are not happy to lose holiday and want to know about remuneration and this is needed. NH asked the following questions: if the Union and SLT come to an agreement how does it represent the staff who are not in the Union; the minutes of the JCC meeting report that there was a proposal for 40 days leave, what would the daily rate look like?</p> <p>The Chair noted that this is a live sensitive consultation and asked AdL for response. AdL reported that UCU cover 50% of the teaching staff and NEU have also contacted the College. Staff contracts are under collective consultation so if the Unions agree a change under collective consultation it is applicable to all staff and that is employment law rather than a management decision. There was an offer on the table at the last JCC and the Unions reported that they would in good faith put an offer to members which was helpful. One of the questions asked at the meeting was what does this mean for me as a teacher. SLT has sent through modelling of what the scale would look like for a teacher at the top and the bottom of the scale. It was over £1000 compensation for the top of the scale. This will go out to all staff on Friday morning with all the details as this is a transparent and fair process. AdL assured NH that the SLT want to make sure to speak to all teaching staff and not just those in the Union.</p>  |  |
| 4 | <p><b>Actions and matters arising</b></p> <p>The Chair reported that most actions are completed or on the agenda. Actions for update are:</p> <p><b>ACTION 1:</b> GDPR person – JJ reported that this has been addressed by a revision of the wording on IR's consultancy agreement relating to his role as DPO to address the concerns raised by Governors that the DPO position was not robust. JJ gave the Board assurances that he is content that IR's performance of his duties as DPO are already fully compliant with the College's legal responsibilities.</p> <p><b>ACTION 4:</b> Student voice action plan – JJ reported that there will be an action plan as part of the SAR and this will feed in actions for the next academic year. To come to the next CQS and Board.</p> <p><b>ACTION 5:</b> access arrangements into College for staff and students – JJ reported that this came about because of concerns about Marsh Farm Lane. Lighting has been improved and a College team have cut back foliage. The College has engaged with the Design Out crime team who joined the Day of action and Marsh Farm lane was looked at. JJ felt that the issues have been resolved and no concerns have been raised. VN asked if there have been opportunities for staff and students to comment on whether they feel safe with the changes. AdL explained that the main concern for staff and students is the Rough which is an environmentally friend route and is unlit. Following discussions with the Council access now closes at twilight. AdL confirmed that staff and students are pleased with the changes.</p> <p><b>ACTION 6:</b> Behaviour action plan – JJ reported that this is being put together and will come to the next meeting</p> <p><b>ACTION 7:</b> the vulnerabilities of FE and lack of attention from outside agencies around issues with behaviour to be raised with the AoC – JJ reported that he has liaised with the AoC and with the police around the whole question of site security and staff. The Chair noted the union colleagues who attended the Board meeting to give their views to the Board. It was agreed this is an ongoing matter and the action will be kept open</p> <p>VN reported that the recent Audit and Risk Committee has been postponed because of lack of quoracy. [confidential item]</p> <p>The Head of Student Services is now part of the SLT until the end of the year. RSc and her team work closely with the security team which is another route through. The Chair noted that any views from the staff and student governors around this would be valuable.</p> <p><b>ACTION 4 and 5:</b> further analysis being done on withdrawals and drop in enrolments – SFW reported that there withdrawals as part of the review process with Heads of School. There has been a downward trend in Childcare and Health and Social care which does not tend to get applications in but do get the walks through the door. There were a lot of withdrawals in the first six weeks.</p> <p>SD noted this is a well reported national issue and analysis is ongoing. SFW noted that within certain subjects there were issues of student behaviour and students who don't want to continue in</p> | <p>JJ/RSc</p> <p>JJ</p> <p>JJ/IV</p> <p>JJ</p> |

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|   | <p>education due to mental health issues. Retention is very high and SD noted that she was confident it is above the sector average.</p> <p><b>ACTION:</b> The Chair suggested that there is more of a focus for the Board on enrolments and a future agenda item to go through the considerations of what is being put in place alongside the curriculum plan, the progression from year 1 to 2 and the associated marketing. The Board agreed that this work is so important for the next academic year.</p>  | SFW |
| 5 | <p><b>Safeguarding update</b></p> <p>CO reported that this is the March 2022 report in the usual format.</p> <p>The first table is a comparison against the last reports data, the second table is a year-on-year comparison. The Chair came up with good feedback at CQS Committee and further analysis will be done on the numbers. There is nothing startling so far, and it will come back with more information as an action for the next CQS Committee.</p> <p>There is a narrative around the figures and a small amount of commentary on behaviour mapping. Feedback on two serious incidents is provided, these were an offsite incident with an alleged assault, and this is an ongoing police investigation and a fight disrupted by swift intervention from College staff and security. Michael Clifford has provided details of police callouts.</p> <p>[RS joins 18.04].</p> <p>Access controls for the site have been updated to track student access and prevent misuse of ID cards.</p> <p>CO provided an update on sexual harm. The team are working with the charity Safelives (<a href="https://safelives.org.uk/">https://safelives.org.uk/</a>) and all staff have mandatory online training about sexual harm in the workplace. There is a 30-minute face to face briefing on sexual violence and harassment for children and all student facing staff will receive this high quality training.</p> <p>[confidential item]</p> <p>The mental health trailblazer team compliment the counsellors at the College. Not every student known to the team will work with the counselling service or trailblazer and there may be some crossover. Numbers are as expected by the team and a robust mental health service is in place at the College to meet student's needs.</p> <p>There have been two allegations against staff, and both have been resolved. Neither case was necessary to refer to the Local Authority Designated Officer (LADO).</p> <p>Fred the therapy dog belongs to a member of the team and comes into College twice a week on a Tuesday and a Thursday. Fred was interviewed for ITV news, has gone viral on Instagram and has been amazing for student engagement. [after note: Item starts at 25:11.</p> <p><a href="https://www.itv.com/news/london/2021-04-14/catch-up-watch-the-main-edition-of-itv-news-london">https://www.itv.com/news/london/2021-04-14/catch-up-watch-the-main-edition-of-itv-news-london</a>]</p> <p>The Chair thanked CO for a good update on safeguarding which is comprehensively set out. The report was looked at in detail at last night's CQS Committee.</p> |     |
| 6 | <p><b>Student voice</b></p> <p>RSc reported on the learner voice and ways Student Services are looking to improve it. There are a lot of focus groups but none with students on. YE will work with Student Services and the other student reps to get students involved.</p> <p>Tutorials have taken a hit in the student surveys. The focus is to deliver a tutorial that is fit for purpose.</p> <p>At the first Cross College Forum there were requests to communicate effectively what is being done as a College and explain why there may be time delays in some of the areas. This will be included in the action plan that is being developed.</p> <p>YE provided an update on student events that have happened this month. These included a chess club and games every Friday, an NHS pop up stand, playing the piano in the atrium, the consent workshop on sexual violence and harassment, a debate with students and JJ, donations for Ukraine and work with Fred the dog. The Chair thanked YE for a really excellent update.</p> <p>The Chair suggested that RSc give thought to a structure for the student voice item for future Board reports. SK agreed this would be helpful and it would be great to have the flow of information turned into action items which can be reported back to the students.</p>   | RSc |
| 7 | <p><b>Principal &amp; CEO report</b></p>  |     |

SLT reported as follows:

**Quality Recovery Plan**

There is good and timely progress. The College has support from an FEC advisor Pauline Hagen (PH) who has been meeting colleagues regularly. The FEC initially allocated two days which came to an end on Friday and further time has been allocated which is positive. The key message is that PH is positive about the actions in the plan and the progress being made. The current predicted achievement rate is based on a mid-point, on key assessment point 3 data, and is 82% which has increased since the last reporting. There is still time to keep pushing to the national average of 84%. Retention is at 95.3% which is very strong. Attendance remains the biggest challenge and the College is constantly working to improve attendance from 79%. There is a lot of energy going into this, so it is frustrating it has not improved further.

Staff development and coaching for Heads of School (HoS) and Assistant HoS is focused on Ofsted preparation. There are triggers to inspection which imply Ofsted could come this academic year.

The focus on English and Maths is constant. Rose Turner is working two days a week on this for the College.

SD noted that the meetings with PH are very useful and complements the work already being done. These include drafting the roles and responsibilities for SLT and HoS and the 10 key themes for the College. PH looked very closely at the QIP and QRP and suggested changes are being made. SLT are reassured that the College is on the right lines with the work being done on the QRP. PH is very keen on setting targets and has proposed the overall attendance target goes up to 80% by the end of the year. This is working and there is a competitive spirit with HoS to achieve this. SD noted that in a Grade 1 college the attendance would be in the top 80 early 90%.

JJ noted that PH is part of the ESFA's annual strategic conversation with the College next month. [after note: this has been postponed to the 26 May 2022].

The Chair raised the suggestion of aligning RuTC and HCUC on all areas as the prospective merger partner and providing a report on what that looks like as it gets closer to the merger.

At the ESFA case conference the deputy FEC talked about pace on the QRP and the importance of it. JJ noted that the comment was that PH has slight concerns about pace whilst noting the churn in leadership since the start of the academic year.

MS noted that the KPIs were a key discussion point at CQS Committee and the point about HCUC and alignment was raised by the Committee. There was a meeting with the Ofsted advisor, Phil Elliott, and he stressed that if Ofsted visit before the end of the year, they will be looking at tangible data like attendance and retention. Attendance is very stubborn, it may improve going forward but nevertheless the data shows that the attendance is not moving which is a concern in terms of Ofsted. Retention is good but there is a need to be aware as a governing body about how Ofsted may look at this. SD noted that it is six weeks off GCSE exams and then the College is tidying up for the summer. To be at 80% and stable is an achievement for the College, although the preference is to be higher. Attendance is not decreasing week on week. JJ agreed attendance is stuck. The data includes positive results from January exams with high grade pass rates, particularly in business so there is already some robust data to put in front of inspectors.

MS agreed there are green shoots. There has been a lot of effort over 2-3 years and the College is still not where it needs to be in terms of attendance, and this is a concern for the Board. SD explained that a lot of effort has gone in but there has been disruption in the leadership around attendance and the work for the curriculum is driven by the HoS. Duplicating HCUC KPIs and their ways of doing things is not yet possible because they are in a very different place. Eventually the colleges will be able to compare like with like but not yet. JJ noted it is about aspirations and having it there to drive forwards.

The Chair summarised that this has been a positive account which is welcome and to some extent a degree of assurance from a third party has been received. The Chair stressed that he does not want colleagues, particularly those who are not part of the CQS Committee, to go away with a sense of full positivity as the College is self-assessing as Requires Improvement and there is a lot of work to do. There are pockets of Good and Outstanding, but the overall effectiveness is RI and it is important for

the Board to be clear about where we are.

SK asked about culture and expectations of the aspirations. HoS and teams are working really hard to drive KPIs. Is that solving a short term problem or is this the way the College will be managed going forward? JJ noted that it is a culture shift, the short term drives the long term to get this right and keep getting it right.

### **Student behaviour**

This has improved noticeably. The College is a lot calmer than it was. At the start of this year SLT removed a number of students who broke the code of conduct. There are all sorts of other interventions in place, primarily led by the Student Services team. JJ felt unfair to say all teaching staff ignore their obligations. There is a minority of staff where this is the case and that has been worked on since last term, is a constant reminder and is it picked up by the SLT.

The positive is that there are significant improvements in behaviour but there is still an undercurrent of issues. External intruders outside the site is an infrequent but problematic issue. The relationship with the police is very important and has gone from strength to strength over this year.

CO gave a case study of a recent incident where the College had worked well with the police. There is a vigilant security and Student Services team in place who are doing everything to keep staff and students safe. The Behaviour Action Plan is being developed and will come to the next meeting.

SK asked about how the enrolment process for next year is being used to identify poor behaviour. SFW explained that additional English and maths assessment will be undertaken which gives a good indication of behaviour. Enrolment will be face to face and there will be closer working with teams.

CO reported that an informal meeting has taken place with the Safe Neighbourhoods officer to come up with ideas on identification through the enrolment process. The intention is not to block someone because they have priors and education is a protected factor and is key to raising aspirations and opportunities for young people, but it is about risk management.

JJ noted that Covid is an important factor and had a big impact on behaviour for 16-18s. Principals in the sector report that without exception behaviour has been significantly impacted by Covid. By moving back to proper interviews for students this will give a better sense during the enrolment process. SD added that FE is a risky business, and a lot of provision is being put in place to minimise risks.

The Chair noted that it is important not to lose the connection with union colleagues and asked if they will have the opportunity to provide input to the plan. JJ confirmed it will be shared with all staff and will need staff buy in, so this is a key part of the process.

### **MIS**

SLT have identified a staffing resource need and agreed to bring in an experienced reporting officer along with a continuation of the budget and post for ILR support until the end of the academic year. IR noted that the role started today, and the aim is to combine the two roles together to recruit as a single post on a permanent basis. There have been concerns about data integrity from the Board and a lot of work has gone into improving this. A lengthy report came to the CQS Committee, and a lot of work has been done by Chris Hick, MIS manager, the Director of Quality and HoS so there is positive progress to report.

### **Management accounts**

The February 2022 management accounts have been to Finance and Resources Committee (FRC). The biggest risk is around the redevelopment project, the strain on finances into the future, the risk of funds being exhausted in 2023-4 and the need to mitigate that. Leasing of equipment and commercial borrowing are being explored which would most likely only apply if the College were not merging. IR presented an outline budget for next year to FRC and there was a helpful steer from the Committee on the scoping of the budget.

### **Cashflow forecasts to 2023-24**

Financial year 2023-4 goes into the red by up to £1m and will need mitigations. JJ noted that this was

presented as a graph to the FEC noting that without mitigations the College moves into insolvency in the middle of calendar year 2024. At the ESFA case conference the Chair made the point that the FEC had reported that PMO (ESFA) funding would be available with strings attached and asked that this commitment is recorded in writing. The Chair noted that this is a useful clarification for Board colleagues who would be concerned about the prospect of insolvency, notwithstanding the mitigations from IR.

### **Capital and planning timeline**

There is a signed Planning Performance Agreement (PPA) and the joint application is in train for submission into early next week. The issues remain around the S106 linkage and funding gap to allow Clarion to contract on the Phase 2 College land. The timeline from Fusion is included. There has been a lot of work done and it is a considerable feat to get the planning application together on Friday to submit. The next stage is consultation with the planners and amendments to the S106 for all aspects of the agreement. It is a work in progress.

In terms of influencing the College is in a difficult position. As part of the escalation strategy the Chair and JJ met with Rob Copley, regional director Clarion. This was a useful meeting for relationship building and looking at the high-level strategy. The relationship with Clarion is a good one. Clarion are moving forward with their escalation strategy. There is a meeting with the Local Planning Authority and Clarion to look at the detail behind S106 and another meeting with Richard Cooke, group development director and the leader of the Council, week commencing 18 April.

The next stage of escalation for the College is to meet with the leader of the Council and the final stage if required is to escalate to DLUHC (Department for Levelling Up, Housing and Communities).

There are ongoing meetings with LocatED and all parties.

CD commented that it is moving forward, and progress is being made slowly and noted the confirmation for planning submission on Friday.

JA noted the Gantt chart which shows the S106 amendments as a pre cursor to submission. SFW noted that there are detailed amendments to be made which will be dealt with as part of the planning application. JA suggested that a firm deadline for the heads of terms to be in the hands of lawyers would be a sensible approach. SFW explained that the amendments will go to the planning committee, interlinked with the planning application.

**ACTION:** the S106 amendments are identified as a pre submission milestone and are now a parallel process. The critical timescale in the Gantt chart to be updated and clear.

### **Merger – timelines**

Discussions at JSG are looking at a merger date no sooner than the end of September 2022 and there is a view that with enrolment and the first 42 days that a better time may be October half term. Nothing is finalised at this stage. The Chair noted that the driving force is a date which will have the least impact on the student experience. The Joint Steering Group (JSG) papers and minutes were included for governors' information.

### **Progress against KPI targets for 2021-22**

Sickness absence is high. There has also been a recent spike in Covid.

Staff morale is very low at the moment.

The 73% "would you recommend the College to a friend" is a percentage point below and conversations are taking place with students to establish causes for the drop.

### **Risk register**

The Audit and Risk Committee (ARC) has been postponed so the Committee have not yet had the opportunity to review the revised risk register.

There are some new items on the register and there is the reflection that sickness data is impacting on staff morale. The Board asked about student morale and whether this is affected by changes at the College. SFW noted that a lot of students have turned up for exams and there was good behavior in the sports hall.

YE noted that during the winter a lot of students were shying away from clubs and now people are starting to get involved. At the open mic session people are turning up even if it is just to watch.

The survey data for students does give some improvement from the autumn term. It is not drastic

Fusion

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|    | <p>but it does feel as if there is some sort of improvement. In the cross college forum there was a feeling from students that not a lot of attention was put onto certain things.</p> <p>YE noted that lunch line queues are quite busy, and students spend all of their lunchtime standing in queues. SD reported that this had been discussed at SLT today and a new timetable for next year with staggered 45-minute lunches is being drafted. The aim is to keep students onsite to improve attendance. YE explained that one day a week she has lessons back-to-back all day so there is barely time to eat. SD has spoken to the HoS for the catering team and is looking at arranging a coffee machine and snacks in the area by the View restaurant as a quick and easy option for students and resurrecting the food truck by Q block.</p> <p>SD apologized that it has taken so long to get things in place. When HoS and Assistant HoS are carrying out lesson visits this is being used as an opportunity to speak to students about what their issues are and addressing them.</p> <p>The Board and SLT thanked YE for the feedback which is very helpful.</p> <p><b>Health and Safety</b></p> <p>The Board received the report which came to FRC and is an item produced for the College's Health and Safety Committee. It provides assurance for the Board that appropriate health and safety measures are in place at the College for staff, students and visitors. AdL reported that the Committee had raised the question about reporting of the completion of mandatory H&amp;S training for staff and this will be taken forward and reporting through to the Board or relevant Committee.</p> <p>The Chair thanked the SLT for reporting on a wide range of topics.</p> |  |
| 8  | <p><b>Curriculum Quality and Standards Committee:</b></p> <p>The Board received the report of the meeting of 10 February 2022.</p> <p>MS noted that the meeting this evening had covered many of the aspects of the 29 March 2022 CQS Committee. A key focus for CQS Committee is the quality of the data coming to the Committee and Board. MIS has worked closely with SD and the team to strengthen this. The Committee concluded that they were happy and assured with the data from Heads of School which is a major step forward. The Chair welcomed the increased confidence as this is the absolute foundation of the College.</p>  |  |
| 9  | <p><b>College Redevelopment Project Group (CRPG)</b></p> <p>The Chair reported that the capital and planning update had been included as part of the Principal's report. AC, as Chair of CRPG, is not present for the meeting. The next CRPG is scheduled for the 20 April and will consider the planning application submission, progress against Clarion and the S106 and progress from the Council and FSC on the funding gap.</p> <p>SFW reported that remedial works from the flood damage start at Easter and majority will be done over the summer.</p> <p>The Chair asked about the balustrade and SFW confirmed this has been agreed by SLT and will come to CRPG. There is work to do to get the balustrade in place over the summer. The Chair noted the importance of these works.</p>  |  |
| 10 | <p><b>Search, Remuneration and Performance Committee</b></p> <p>The Board received the report of the meeting of 1 March 2022</p> <p><b>The Board approved the:</b></p> <ol style="list-style-type: none"> <li>1. Instruments and Articles of Government (no changes recommended)</li> <li>2. Standing Orders (no changes recommended)</li> </ol> <p>SK noted that the statutory documents are reviewed and approved every two years or as required.</p> <p><b>The Board approved the updated Committee chart.</b></p> <p>Changes agreed were the Chair stepping down from FRC and CRPG and JA stepping down from SRP Committee. SK explained that the Chair has necessarily had a lot of involvement in the detail during the last year but there is a need now to give distance for the Chair to focus on the strategic picture with the Chairs being responsible for ensuring the Chair and all Board members are kept fully briefed. The aim is to ensure a separation between management and governance.</p> <p>SK noted that the Committee had agreed to recruit a new governor to the CQS Committee with an educational background and an interview will take place on the 6 April 2022. [After note: Peter Flew has been appointed to the Board and CQS Committee].</p>  |  |
| 11 | <p><b>Finance and Resources Committee</b></p>   |  |

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|           | <p>The Board received the report of the meeting of 15 March 2022.</p> <p><b>The Board approved the:</b></p> <ol style="list-style-type: none"> <li><b>1. Student Support Funds statement</b></li> <li><b>2. Tuition Fees Policy</b></li> <li><b>3. Financial Regulations</b></li> </ol> <p>JA noted that there had been reassurance at the meeting that the policies are working well and effectively. The changes to the policies are minor.</p> <p>At the meeting the Committee received confidence and assurance that the operating plan is in place with minor variations. An update on HR looked at motivation, morale and difficulties around recruiting staff to deliver the College's plan and there were open and transparent conversations. The ability to engage with stakeholders and the criticality of the merger and its timing were discussed. The main risk continues to be on the capital side and the relationship with Clarion in order to bring the funding in. There is clear and effective monitoring and reporting and no attempt to disguise the challenges faced. Escalation will be critical to go through to merger or even more critically if the College fails to achieve merger.</p>   |       |
| <b>12</b> | <p><b>Audit and Risk Committee:</b></p> <p>This meeting has been postponed and a report will follow after the rescheduled meeting.</p>  |       |
| <b>13</b> | <p><b>Meetings for 2021-22:</b></p> <p>28 April 2022 (holding date for staffing T&amp;Cs) – not required</p> <p>6 July 2022<br/>(17.30 starts)</p> <p>Dependent on merger progress additional Board meetings will be required.</p> <p>VN asked for consideration of quoracy on ARC.</p>   | SC/SK |
| <b>14</b> | <p><b>Any other business</b></p> <p>There were no items.</p> <p>[Staff and student governors departed: 19.28]</p>   |       |
| <b>15</b> | <p><b>The confidential minutes from the meeting held on 14 February 2022 were agreed as a true and accurate record.</b></p> <p><b>ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1. The Board to be informed of the boundaries of minimum and maximum levels of pay negotiations going into consultation - IR reported that he and AdL have looked at where the College stands and relative pay scales with other colleges. There is the concern that it will have an impact as it has not been factored into the financial modelling. There is scope but it is important to find a value for money figure that is in line with the sector. [confidential item]</li> <li>2. The Board to be as open as possible with staff and student governors to get their views as part of the Board discussion on the consultation on staffing t&amp;cs – it was agreed with SLT that the confidential update on consultation would go to staff and student governors and included under matters arising in this evening's meeting with the opportunity for staff and student governors to input and provide views. It was agreed that this was achieved this evening under item 4 where there had been a helpful update with the staff and student governors.</li> </ol> <p>[SLT members departed – 19:35]</p> |       |
| <b>16</b> | <p><b>The confidential minutes from the meeting held on the 14 December 2021 were agreed as a true and accurate record.</b></p>   |       |

Meeting closed: 19.38