

Chair	Rob Hull
Corporation Members	Vivien Bailey OBE, Marilyn Hawkins, Steve Hedges, Gerry McDonald, Diana Murray, Dawn Samwell, Richard Bint, Cynthia Griffin, Gareth Wall, Neil Yeomans, Stephen Critoph, Ryan McLean, Francine Corbin, Mohamed Elhag
Officers	Deputy Group Principal: Paul Wakeling Deputy CEO: Suri Araniyasundaran Principal Tower Hamlets and Hackney: Alison Arnaud Principal Redbridge and Epping Forest: Janet Smith Head of Strategic Projects– Projects -Riikka Vihralia (item 10)
Director of Governance	Elsa Wright
Apologies	Nikki Makinwa
Item No	Item of business
PRELIMINARY PROCEDURAL MATTERS	
1.	<p>Chair’s Welcome & Opening Remarks The Chair welcomed everyone to the meeting. Lutfey Siddiqi resigned from the Board as he expected to remain overseas for some time. He has been a valuable member of the Board but it was a sensible decision given the circumstances.</p> <p>1.1 Appointments to the Board A panel of Search Committee members had interviewed both Staff and Student applicants for the Board. It recommended Francine Corbin be appointed as Staff Governor for a 4-year term and Mohamed Elhag be appointed as Student Governor for the academic year 2020/21. The Corporation agreed the appointments and welcomed them to the meeting.</p> <p>The Corporation hereby resolved to approve the appointment of Francine Corbin as staff governor and Mohamed Elhag as student governor</p>
2.	<p>Apologies for Absence Nikki Makinwa had sent apologies.</p>
3.	<p>Declaration of Interests The Chair declared that he was a governor at De Montfort university and that he would leave the meeting, at the relevant point, if Governors had specific questions about the merits of the potential partners. The CEO updated the Board on changes to his declaration which had been notified to the Director of Governance. He had finished his term as interim chair of the AOC and a new permanent chair had been appointed. He had been seconded back to the Board for two years to lead on employment policy. This was a valuable link which the Board welcomed.</p>
4.	<p>4.1 Minutes of the Last Meeting Held on 5 November 2020</p> <p>The minutes were APPROVED as drafted and would be signed as an accurate record of the meeting at the next face to face meeting.</p>

	ACTION – Minutes to be signed at the next face to face meeting.
5.	<p>Matters Arising and Action Points from the Meeting</p> <p>All outstanding items had been completed or were covered in the agenda for the meeting. The Chair of C, Q & S reported that the committee had received a report in the past about a safeguarding incident in one of the nurseries. It had been reported quickly to the Chair as safeguarding lead and an update had been given to C, Q & S. The Committee had discussed data in the past about nurseries and referrals which should offer the Corporation further reassurance. The Deputy Group Principal confirmed that a short paragraph had been added to the policy which was on the website and the safeguarding executive was meeting shortly and would receive a report on each nursery which would feed into the next safeguarding report to C, Q & S.</p>
STRATEGIC MATTERS	
6.	<p>Group Principal & CEO's report</p> <p>The CEO introduced his report. The picture was changing on a daily basis and the College planned to stay open until Friday. A lot of work had been done to reduce campus footfall. The College could now record all engagement both face to face and online in a single report. The Principal of Hackney and Tower Hamlets reported some nervousness from students whose parents did not want them to come to college with the Tier 3 restrictions. There was a balance to be struck as some young people might chose to start the holiday early if learning was not delivered on campus. Overall attendance was stable and better than many other colleges and the national picture being reported in schools.</p> <p>C, Q & S had discussed the variation in attendance, particularly in English and Maths. Staff were working hard to keep learners engaged to the end of term. It was difficult to know what the return in January would look like, but SMT was planning for a range of scenarios. There had been a small increase in cases during the previous week with cases at Ardleigh Green and Wingletye Lane at the upper end of 10 or 11 with 2 or 3 elsewhere. Overall engagement was 81% last week – 62% face to face and 19% online. 11% was synchronous online and 8% was asynchronous using the VLE or assignments emailed to students. Provision varied from campus to campus with more online at Wingletye Lane and more face-to-face delivery at Epping. Some curriculum areas at Epping were being delivered online due to staff isolation but cases were low and didn't reflect the general population. Attendance was holding up at around 87% last week. Redbridge was a smaller campus so felt busy always and staff were very supportive with few concerns.</p> <p>Governors endorsed the work that was being done and it was reassuring that case numbers were low. Governors asked about contact with local councillors and Local Authorities. Havering Borough had looked to move learning online for schools but had consulted the DFE and schools remained open. Principals had approached their boroughs with Essex, Tower Hamlets and Hackney reporting schools were staying open.</p> <p>Governors congratulated the College for the work that was being done to keep students learning which was a real achievement given the heatmap showing cases across the region. Governors asked whether the College had been approached to rollout lateral flow tests for staff and students. The Deputy Group Principal explained that there had been a lot of back and forth with PHE. A local testing site was being set up on the car park at Wingletye Lane for the rest of the week which would offer Lateral Flow tests for secondary school pupils and their families as well as college staff and students. The College had been promised PCR tests for all staff by Thursday: one for the last day of term and then another to use at the end of the break before returning to work. It could be difficult to ensure all part time staff were issued with tests. Priority should be given to college students in January but there were no clear plans setting out how to PCR test 4,500 students. Drop off zones in Havering were being organised but this was still at the planning stage. Lateral flow tests were quick but less reliable. PCR tests gave a slower,</p>

but more reliable test.

It was confirmed that 259 students had tested positive since the start of September and current cases were 30+ which had a knock-on effect for increasing numbers of students. For example, an A level student could require around 80 students to isolate but that was rare as not all classes were affected depending on how recently the student had attended.

In response to questions, it was confirmed that online sessions where students were present and engaged were recorded and a different mark was used if students were completing work or listening to pre-recorded material. The College had reached out to all Local Authorities. Havering had been proactive in organising testing and Epping Forest had asked to use car park space for testing. Tests had been offered to staff at the Havering campuses by the LA for use before the start of term but there had been no response from the other Boroughs.

BTEC modular exams were due to start on 6 January and recent announcements about exam cancellation did not cover these. The College was working hard to get a response to enable effective planning and testing if needed. Governors were disappointed to hear this and were reassured that SMT were working hard to find a solution.

The day of action at Havering had been well-managed. Students had meaningful engagement on the day with a number of SMT supporting staff onsite. The NEU had now made a complaint to the HSE and SMT would provide the information requested. Full risk assessments had been completed and implemented with the unions being kept informed.

R04 had passed and student numbers were 2.1% above allocation. There should be some growth funding but the position would not be clear until February. There had been rigorous monitoring to ensure the right people were on the right programmes and the increased numbers should lead to a £1.6m increase next year. The CEO confirmed that there was still a lot to do to improve adult recruitment, but the College was working towards the 87% achieved last year. The average reported by the sector was 68%. AEB tolerance stood at 90% for GLA programmes which was likely to decrease with the ESFA still reporting 97%. There was a well-constructed programme for recruitment at the end Jan and again at Easter with a big marketing campaign. The Lifetime skills guarantee was due to be launched in April.

Sector Update – The White Paper had been delayed but discussions with the Cabinet Office about the detail of the unitisation of L3 provision had been helpful, particularly as they were being driven by the Prime Minister’s PM implementation unit. The Principals were leading on exams and assessment. It was a challenging time and work continued to update the information for an Ofsted visit but the expectation was they would not resume inspections soon. Governors discussed the information on the restructuring which gave more details on the Principals’ responsibilities. NCC was in a good place to move forward as one college but it was important to not lose the Havering identity in the local area. The changes in Principals’ roles would bring some on different expertise and free up capacity to deliver the strategic plan. It was helpful to hear more about the marketing across group and Governors welcomed the suggestion that key directors come and give more detail when the recruitment round was complete.

ACTION – Director of Governance to note for July agenda

The CEO confirmed that the Principal post had been advertised by AOC recruitment and the Board would be involved through the Search Committee. A potential interim candidate was being interviewed later in the week.

<p>7.</p>	<p>Governance KPIs 2020-21</p> <p>Progress against the KPIs was as reported to the November Corporation meeting. There had been further progress against some KPIs and it was agreed that the Committees should monitor progress against the strategic intent. It would be helpful for some SMART targets to be set for the KPIs to inform the RAG rating although this approach would be more difficult for some areas. The metrics for student satisfaction would be reported at the March meeting. The KPIs were shared with SMT and they would report on progress. It would be helpful for an indication of how far the College would be from the 10% income target and to understand the Covid impact.</p> <p>ACTION – Metrics on student satisfaction for March meeting</p>
<p>8.</p>	<p>Curriculum, Quality & Students Committee</p> <p>8.1 SAR – NCC</p> <p>The Chair reported that the committee had reviewed the SAR in detail and recommended the Board should accept the judgements and grade in the report. There were some key strengths but some disappointing results particularly for courses which had been affected by the delays to assessment. Apprenticeships and work placements had both been affected. There had been a lengthy discussion about the grade 2 judgement and the committee had looked in more detail at those areas affected. The detailed minutes of the discussion at the Havering Local Board had informed the meeting. The view was the grade 2 should be recommended to the Corporation. Looking at the overall data on p64, overall outcomes for achievement for 16-18 year olds showed improvement for 3 years with achievement rates above national figures. There had been an uplift in achievement for 16-18s at Epping and Hackney as a result of the merger and improved A level pass rates, especially at the Attlee Centre.</p> <p>For adults, there had been a 3% drop over the year but given the pandemic and the high number of adults in receipt of benefits on entry and on level 1 programmes, it was a credit to the college that the decline was not much worse. The college had kept as many students as possible engaged under very difficult circumstances. Performance in English and Maths was creditable and was due to the efforts made over a number of years.</p> <p>Governors asked about the grading. It was based on the education inspection framework that OFSTED used. The document had been sense checked by an OFSTED trained inspector. In response to questions, it was confirmed that the college did not have access to benchmark data for other colleges for SAR grades and that the last achievement benchmarking data was for 18/19. There will be no national achievement benchmarking data for 19/20 due to in-house assessed grades being used.</p> <p>Governors thanked staff for their hard work and persistence in keeping the attendance rate high which was good in the face of Covid and everything else. Covid had impacted adversely in some curriculum areas with a disproportionate impact at Havering FE and on completion of construction and engineering course as well as on accounting and functional skills courses.</p> <p>There was a discussion about English and Maths rates. There would be no national rates released. There was a new manager at Havering GFE E and M who was delivering more consistent teaching and learning and work continued across the group to look at how to improve and share good practice.</p> <p>The Corporation hereby resolved to approve the NCC Group Self Assessment report for 2020-21</p> <p>8.2 QIP – NCC</p> <p>The Committee had discussed whether the targets were too ambitious. It had looked in detail against the 19/20 QIP and college targets which had been aspirational and had worked well. The Committee recommended that they should be signed off by the Board. In response to questions, it was confirmed that the in-year KPIs were reported to the</p>

Committee at every meeting. C, Q and S would look at the comparative data across the campuses and review consistency. The matrix structure would work to pick up on in year variance and to manage them with an aim of no more than 5% variance. There was a discussion about the value-added system and the impact on the L3 provision at Havering Sixth Form which previously had been measured using ALPs. The benefit of a live system across the whole would be reviewed and this would be sense checked against ALPs for 2020-21 as part of the transition process. This would be reported to C, Q and S.

The Corporation hereby resolved to approve the targets for 2020-21

8.3 HE Report for information

The Principal Redbridge and Epping Forest confirmed that the report was for information – Governors were pleased to see progress against the objectives. UKCBC was now in teach out phase. The College was managing performance directly. Work with Pearson was going well although there were still hurdles to complete certification. The process was onerous and it was important to get it right due to the reputational and financial risk.

8.4 HE Strategy

The CEO introduced the paper which gave an update on the process. Feedback had been given to the partner not selected. Due diligence had begun and an MoU had been signed. First impressions were good and the paper set out a flavour of the discussion. It would take two to three years to develop the provision. Pre Covid there had been a steady decline in numbers. A credible partner was needed to transform the provision. It was important to have a partner where the Vice Chancellor was involved and to get the L4/5 provision right.

There was a discussion about the range of programmes and synergy. The main gap was engineering which could be delivered in Rainham and work would continue as part of the due diligence to look at solutions. Education provision was strong but it was a competitive market with a shift towards practical and vocational courses and not just degrees. There was an excellent marketing department which would be strengthened with support from the partner and the focus would be on 4 or 5 areas such as business and social care. There was a discussion about higher apprenticeships and models of delivery.

There were financials to work through and the agreement would come back to Corporation for signature. Notice had been given to the existing partners but the OU 5 year review would need to continue. Milestones would be agreed and then a phased approach to switching on and developing further courses would be set out. Governors agreed that due diligence should take place with further developments to be reported back to Corporation. Monitoring would sit with C, Q and S.

The Corporation hereby resolved to agree that due diligence should take place with the preferred HE partner

8.5 OFSTED (verbal update)

The Principal Redbridge and Epping Forest updated the meeting. OFSTED would not begin inspections until the summer term but this may be pushed back to September. There was a slight chance of a monitoring visit at Epping but the College had engaged in pilots and it seemed unlikely. The college would be at the top of the list once inspections resumed. Data would play less of a part and there would be more interest in provision, engagement and the balance of online and face to face and synchronous/ asynchronous teaching. The College had a good story to tell.

PERFORMANCE MATTERS

<p>9.</p>	<p>Havering Local Board The Chair of the Local Board updated the Corporation on the recent meeting. The committee had looked at the SAR and QIP and held a special meeting to consider the restructuring and impact on the Local Board and the community role.</p>
<p>10.</p>	<p>Property Committee</p> <p>Marick gave an update on the Poplar development. Conversations with the Borough were taking time. An alternative route with the Public Works Loan Board had been discussed as the terms had changed. The development manager would deliver on outputs early next year but the timing would be dependent on contact with the Borough.</p> <p>Havering master planning was looking at relocating specialist provision to be based on one campus. The Epping wellness centre was on hold due to planning issues. The Curriculum strategy was driving the needs of the Property strategy although it was a moving target with Covid impacting on changes over the next 12/24 months.</p> <p>There was a discussion about the sunk costs of the Poplar development and whether an uplift would be needed to take the design to a higher stage. The costs were included in the current model which assumed the college supplied the cash flow until planning approval. The project would require approval from Corporation if it was proved viable. The risks to the College could be considerable and would depend on the control mechanisms in place. Risks would need to be mitigated and the College would not take the developer risk. There would be discussions with both F&GP and Audit as the project progressed and there would be a meeting to look at the proposals in full before any recommendation was made to the Corporation.</p> <p>10.1 Property Strategy Governors had seen previous drafts of the strategy which was the result of work over a long period to analyse the different campuses and it set out some principles to move forward. This was important for delivering the strategy as well as for individual decisions. The Corporation was asked to agree the principles. Governors asked that the strategy covered equality, diversity and safeguarding to ensure that the risk management implications were considered. This should cover issues such as accessibility and security as it was key to ensure that staff and students were able to access each campus but also kept safe. This would be added to the strategy. Governors asked about the sequencing of the strategy and financing. It would need to be financed from a combination of disposals and grants. The CEO explained for new governors that the primary function of the Corporation, in relation to property was the custodianship of property assets. It was key to have a masterplan for each campus setting out how the assets would be used going forward. P29/30 of the paper (p123 of pack) covered the scale of investment and the size of each site. All had different priorities linked to curriculum decisions and individual projects would be signed off by the Corporation over time.</p> <p>Each project had very detailed project plan with a project manager who monitored risks. Each could fail at the viability stage with decisions often slowed by planning which impacted on the timings and made sequencing across the whole group very difficult.</p> <p>The Corporation hereby agreed the principles of the Property Strategy</p> <p>10.2 NCC Green Strategy This was the first time a green strategy had been developed which stemmed from the Strategic Intent and linked to the property strategy. It recommended that the college endorsed the climate action roadmap for FE colleges. This set out how far ahead colleges are with work on sustainability and classified them as emerging, established and leading. The roadmap switched the focus from estates and carbon footprint to a whole college approach to include Teaching and Learning, Leadership and Governance. The paper gave an overview of the state of play, and highlighted good practice in all areas. The aim in the first year of action was to move from an emerging to an established college through a</p>

	<p>set of actions to be completed by December 2021. Property committee would monitor but there would be elements for C,Q and S. Reputationally, it was important to engage and raise awareness across the whole college. There was a modest spend in the first year which was agreed along with the programme for 2021.</p> <p>The Corporation hereby resolved to approve the NCC Green Strategy for 2021</p>
<p>11.</p>	<p>Finance & General Purposes Committee</p> <p>The main discussions were around the financial statement and accounts. There had been a presentation from the Health and Safety manager which had given reassurance that the college was in a strong position.</p> <p>11.1 Modern Slavery Statement</p> <p>The Deputy CEO explained that there was a requirement for all organisations which a turnover of more than £36m to review their supply chain and make a annual statement about the steps taken. The committee had reviewed the statement and recommended that it was approved by the Corporation.</p> <p>The Corporation hereby resolved to approve the Modern Slavery Statement</p> <p>11.2 Financial Statements – NCC and subsidiaries</p> <p>The accounts had been reviewed in detail by the Audit and F&GP committees and a further updated set had been reviewed by the Chair and the Chairs of Audit and the Corporation. The discussions at committees were reflected in the report. The commentary made it clear that the impact of the merger and the pension scheme revaluation had all had an impact on the statements and the external auditor was satisfied that these items had all been dealt with correctly. There was commentary and narrative on the financial operations with detailed commentary on the year-on-year variations and reasons for them. It had required a huge amount of work to pull the statements together. Covid, accounting for mergers and the pensions changes were huge and it was a credit to the team for pulling the report together.</p> <p>The Chair of Audit committee explained that the end of year report from the committee summarised the work that had been completed. There was only one adjustment which was a technical difference in the estimates made by the actuaries so it was not reflective. There were comments on the valuation of buildings which were not material. The quality of accounting and finance was excellent and the team had done an excellent job. The senior management team had worked incredibly hard to get the college to a strong financial position with a small operating deficit.</p> <p>The Corporation hereby resolved to approve the Financial Statements and Accounts for the NCC Corporation for 2019/20</p> <p>11.3 Management Accounts – October</p> <p>The Deputy CEO introduced the report. It covered Q1 and the changes were not significant. The income for 16-18 was favourable for the current year but the real benefit would be seen next year although some additional in year funds may be released. Demand led income streams were being monitored closely and the team were working hard to secure High Needs payments. Essential spend would continue until at least February but it was more likely that this would continue throughout the year. The cash position was strong and performance against KPI was good except for demand led income.</p> <p>Governors asked whether there was a policy covering those students who struggled to pay. The College had a bursary scheme and a hardship fund but students did pay the fees unless they were on a means tested benefit. HE students had access to the SLC. Advanced learner loans for were in place for L3 courses. Commercial income had fallen with OKN1 running a deficit. The plan was to keep it cost neutral but to be open and</p>

	<p>continue to train students. The finance team were working to reprofile the operations and to decrease the deficit this year, reducing costs where possible. The prime purpose was to offer work experience but it was a challenging environment with the business opening and closing according to the restrictions.</p> <p>The cashflow came under real pressure in February and March due to the dip in the ESFA payment profile. The RCF had been used for 10 days last year to smooth this out. Across the sector other colleges were using credit and look for external support. The College was in a good position with a significant capital movement inflow. The sale of land at Ardleigh Green should be completed in June or July at the latest.</p> <p>The Corporation noted the report.</p> <p>11.4 Capital Projects</p> <p>The committee had reviewed the proposal to extend the existing lease at Ilford with a break point at 1 year and recommended that the Corporation approve this, giving delegated authority to the CEO to sign the lease as set out in the paper.</p> <p>A new unit had been identified but it was only 995sqm. It was new and a shell and the college had drawn up plans to fit it out to deliver the curriculum. There would be continued ESOL focus but there was the opportunity to deliver professional courses to offer progression from ESOL. The Corporation were asked to agree the work in principle and a full report would come back with a final proposal once progress had been made with the negotiations.</p> <p>The committee had discussed the proposals and were keen to see more information about the new unit. It would be important to ensure the curriculum could be delivered in the smaller space and that a guarantee was sought for a 5 year tenure if this was to be a long term solution. The Deputy CEO confirmed that any break clause was for the tenant only. Not all of the current space was being used and there would be opportunities at different times of the day to run new provision. Negotiations with the existing landlords had been lengthy. Smaller units were available but finding 1000sqm was hard.</p> <p>The new unit was an improved and more accessible site which had the potential to bring in income in the long term. There were other empty shop units and commercial rents were falling but currently companies could not be evicted even if they were not paying rent. This might change over the next few months but there needed to be a solution to secure the current provision.</p> <p>The Corporation hereby resolved to approve the extension of the existing lease at Ilford with a break point at 1 year and gave delegated authority to the CEO to sign the lease</p> <p>The Corporation agreed that negotiations on the proposed new unit should continue</p>
<p>12.</p>	<p>Audit Committee</p> <p>12.1 Audit Committee Annual Report and Internal Auditors Annual report</p> <p>The Chair of the Committee explained that the report followed a similar format to last year. It concluded on p178 of the pack and the report should be endorsed by the Corporation before the statement of regularity was signed. The report was based on the work of the committee over the year as well as interactions with the CEO and Deputy CEO on how the college manages risk. The work of the internal and external auditors provided additional assurance. The committee was able to conclude that the College had an adequate framework for governance, risk management and control. P185 confirmed that Scrutton Bland, the internal auditor, agreed with committee. P194 set out the IA work over the year with 10 reports completed. There had been one high risk audit finding</p>

which had been addressed straightaway and although not material to the accounts, it was important for compliance. The report by KPMG had identified no priority 1 recommendations and a couple of priority 2 items which had been considered by the committee in reaching their conclusion.

The Board agreed to endorse the annual report from the audit committee. The evidence from the external and internal auditors supported the committee's conclusion. Last year there had been 80 recommendations from the internal audit work with 72 addressed in full with 8 in progress.

The Corporation hereby resolved to endorse the Annual report of the Audit Committee and note the Internal Audit Annual Report

12.2 Letter of Representation for NCC and subsidiaries

The letter was for the CEO and Chair to sign and was a standard process on every external audit confirmed that they have disclosed everything necessary for audit. It followed standard wording and the advice from Joanne Lees, the KPMG audit partner, was for the Chair and CEO to sign.

The Corporation hereby resolved to approve the letter of representation to be signed by the Chair and CEO.

12.3 Management and Regularity Report

The Corporation noted the report.

12.4 Appointment of External Auditors

The Deputy CEO updated the Corporation. The timing was difficult with audits being completed and a new tender exercise would run in the Spring. KPMG would be retained for the interim period until the process was complete. They would not be required to do anything but legally the College was required to have an auditor.

Governors asked about the process and whether using the top 10 firms would offer the best value for money. The College used a procurement framework which included many firms outside the top 10 but the specialist knowledge needed in the FE/HE sector required a company to have technical competence which was normally only found in the large firms.

The Corporation hereby resolved to extend the appointment of KPMG

GOVERNANCE AND COMPLIANCE

13. Search Committee

The Chair of the Committee asked colleagues to agree the committee appointments. It also recommended that the two one-year appointments to committees be made permanent:

The Corporation hereby resolved to approve the appointment of Cynthia Griffin to Audit committee and Marilyn Hawkins to C, Q and S committee on a permanent basis

Taking forward the discussion at last meeting about the composition of the Board, the Chair and Vice Chair had spoken to all the independent members and made some recommendations on the way forward. The proposal was to reduce the size of the Board by 2 and look at what the ideal shape might be and use some external support to reselect

from existing colleagues and recruit some new members. It was important to be mindful of continuity as 85% of the Board had 2 years or less of service.

Training and development would become more important with a smaller board to ensure there was sufficient expertise. There would be a programme of training and members would be expected to engage alongside the mandatory training. Governors were asked to endorse the direction of travel.

It was important to look at recruitment methods and there was a discussion about whether using word of mouth recruitment should stop. It was important to look more widely but equally sometimes the links that people had into communities where Board members did not have a direct reach and nor might a recruitment consultant. The Chair had discussed this with other with Chairs of FE colleges a couple of weeks ago and heard about the value of reaching out into communities to find people wherever they are and that word of mouth could help.

It would be important to have clear standards for selection. A two-year probation was welcomed by some members but there was a slight concern that a second longer term might affect recruitment as people might not want to commit. Generally, once people made a commitment it was not hard to retain them, but it could be an issue when people failed to engage and participate after the initial one year period. The Board agreed to take this forward. The approach was not to destabilise but to emphasise the importance of the Board being of the community and representing the community, with members appointed with the necessary skills. More in depth induction and mentoring would be offered which would be particularly important for someone who had not already been on a board.

There was a discussion about individuals who approached the college. The details should be given to the Director of Governance and fed into the next recruitment round. There was the option to use more co-opted posts to allow prospective governors to see the work of the Corporation and to give the Board the opportunity to see how the prospective governor might contribute to the work of the Board. Governors agreed the approach.

The new student governor had enjoyed his first meeting. He had been pleased to hear about the work on the Green Strategy and to read the discussions in the previous minutes about the BLM movement and the importance of supporting staff and students in addition to the efforts being made to diversify recruitment to the Board.

The Student Governors left the meeting at 20.42.

CONFIDENTIAL MATTERS

14. Confidential minutes of the last meeting held on 5 November 2020

The minutes were **AGREED** as drafted.

15. Safeguarding Report

See Part 2 minutes.

The staff governors and executive team left the meeting.

16. Remuneration Committee

See PART 2 minutes.

17. Meeting Evaluation

Governors agreed that there had been a good level of discussion. It had been a difficult year and there was still some way to go. The Chair thanked Governors and the SMT for their efforts and hoped everyone could get some rest of the Christmas break.

18.	Date of next meeting 28 January – Planning Day, 30 March – Corporation meeting
19.	Any Other Business There were no items to report. The Chair thanked Governors for their support. The meeting ended at 20.59

Signed.....

Dated.....