MINUTES

BOLTON COLLEGE BOARD

Draft Minutes for the meeting held on Tuesday 30 June 2020 – (PART A)

Time: **5.00pm**
Venue: **Video Conference**

Members present:
Dr Andrew Roberts (Chair)
Mr Andrew Fawcett (Vice Chair)
Ms Rebecca Davidson
Mrs Kate Flood
Mr Dave Haslam
Professor George Holmes DL
Dr Kondal Kandadi
Mr Josue Losasa
Dr Sue Lomax
Ms Stephanie Nixon
Mr Tony Unsworth
Dr Gill Waugh
Mr Bill Webster (Principal)

In Attendance:
Mr Mark Burgoyne (Deputy Principal)
Miss Deborah Bradburn (Group Governance Manager/Clerk)
Ms Jane Marsh (Director of HR)
Mr Tim Openshaw (Assistant Vice Chancellor, Planning & Student Experience) (UoB)
Mr Tony Unsworth (Assistant Vice Chancellor (Resources) (UoB)
Ms Kate Wallace (Director of Apprenticeships)
Ms Karen Westsmith (Director of Adult & Higher Education)
Mr Garry Westwater (Director of Finance)
Mrs Patricia Foster (Secretary)

1. SECTION A - BUSINESS MATTERS

1.1 WELCOME TO MEMBERS

The Chair welcomed everyone to the meeting, which commenced at 5.00pm. He confirmed that the meeting was quorate.

1.2 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Dr Chris Ball and Ms Gulnaz Brennan. Professor George Holmes had sent prior notification to the Chair of his late arrival.

1.3 DECLARATIONS OF INTEREST

The Chair reminded everyone present to declare any interests that they may have on matters to be discussed. Standing declarations were noted particularly in relation to the University of Bolton reciprocal governance arrangements and also paid positions.

With regard to Item 4.1 of the agenda (Alliance Learning), Miss Deborah Bradburn declared an interest as Company Secretary of Alliance Learning and Dr Kondal Kandadi declared an interest as Chair of the Board of Alliance Learning.

1.4 REQUEST FOR AN ITEM TO BE UNSTARRED

Members were reminded that starred items on the Agenda would be taken as read rather than being presented. However, Members could ask questions of the report author, or ask for any item to be unstarred for full discussion.

There were no requests for items to be unstarred for discussion.

1.5* MINUTES OF PREVIOUS MEETINGS:

1.5* (i) Minutes of the Meeting held 11 February 2020 – confidential and general publication

The minutes of the meeting held 11 February 2020 had been previously circulated to members for consideration.

It was **RESOLVED** that the minutes be approved as a correct record and authorised for publication (Part A).

1.6 MATTERS ARISING FROM PREVIOUS MINUTES

Members had received a summary of actions arising/outstanding from previous meetings, noting that most items were either completed, included in other agenda items, or carried forward to the next meeting.

It was **RESOLVED** that the matters arising be noted.

1.7 MINUTES (SUB-COMMITTEES):

1.7 (i) Resources Committee of 9 June 2020

Members had received the minutes of the meeting held 9 June 2020.

It was **RESOLVED** that the minutes be received as detailed.

1.7 (ii) Audit Committee of 11 June 2020

Members had received the minutes of the meeting held 11 June 2020.

It was **RESOLVED** that the minutes be received as detailed.

2. SECTION B - COLLEGE MATTERS

2.1 PRINCIPAL'S REPORT

The Principal presented the ninth report under the new 'Designated Institution' Bolton College, which provided an overview of key issues. He highlighted the following points:-

Coronavirus (COVID-19)
The College had continued to deliver teaching remotely online with student engagement at 55%.

The Government had recently advised that schools and colleges could commence a gradual reopening to targeted groups of students from 22 June 2020. Members were aware that the College had been consistent in its message that it would begin reopening only when it was safe to do so. The College had, therefore, re-opened on 15 June 2020 following detailed preparations, including the development of comprehensive risk assessments, site reviews and preparation, PPE restocking, and appropriate consultation with local union branches.

The reopening had been limited to learners who needed to complete final practical assessments or who required specific access to College facilities. There would be a maximum of approximately 150 learners and 50 staff members on the main site across the three buildings and staff not directly involved with these learners would continue to work from home and deliver online teaching to the remaining learners.

Work was also progressing for the new academic year, based on 2m or 1m social distancing guidelines, but with around 50% of delivery continuing online.

The reopening had gone smoothly and would continue to be carefully monitored. The Principal thanked all staff involved in the reopening for their efforts, particularly with regard to exam grade activity.

It was noted that the COVID-19 pandemic had impacted on College finances in-year (circa - £600k) and that financial modelling was underway regarding the effects of a continued impact on income in 2020/21 (with specific pressure on apprenticeships, income generation and facilities letting). This had impacted on the bank loan covenants and positive discussion had been held with Barclays regarding the possibility of flexing the covenants.

2019/20 Examination Grades
The College had followed the appropriate guidance from the awarding bodies and applied predictive grades where appropriate or put in place final assessments (where possible) in order to complete and progress as many learners as possible.

Bolton College of Medical Sciences (BCMS)
Members were aware the BCMS project was suspended for the foreseeable future given the significant uncertainty in the external environment. Members would receive a further update from the Vice Chancellor later in the meeting.

Digital Strategy
The COVID-19 pandemic and the move to remote working/teaching had significantly accelerated the adoption of online delivery and staff development had been refocused to ensure appropriate training could be accessed. It was anticipated that online delivery would continue for around 50% of content in the next academic year. The strategy

would also fit well with the continued success of the Educational Technology Team and the Ufl funded project working in close collaboration with IBM Research.

Community Hubs and Contract

Discussions with the Council were ongoing to review the community learning contract which would reach its twenty year agreement to end in 2022. The options included renewal, or the preferred route of taking over the Greater Manchester contract with the College's existing AEB contract. The options for the three community hubs were currently under review with each one varying as to their condition and expected required improvement costs over the next five years. A detailed paper would be presented to the Resources Committee and to the Board in the autumn term.

A new Strategy, Teaching-Learning and Technology (STAT) Working Group had been established at the University (with its membership including the Chair of the College Board), to consider issues such as servers, storage, networks, hardware, software, and the ways in which students with specific needs could be supported. The College would also benefit from the shared knowledge and expertise of this Group.

Governor Questions:

- Had the national apprenticeship achievements rates for 2018/19 been released?
  - The figures had been released and Members were pleased to note that in the previous year the College was above the national benchmark of 64%, having achieved 68%, and had currently achieved 72% in-year against the same benchmark of 64%. The College had 75 learners who still needed to achieve, around 30-35 of whom would roll forward into the new academic year, and it was forecast that the achievement rate in the current academic year would hit 74%.
- Would the current challenging COVID-19 pandemic situation affect the College's ability to reach the target for 'timely'?
  - The best case for 'timely' would be slightly less than the achievement rate with the best case scenario being 69%, as a result of time lost in completing practical work. Not all learners were included in the timely success rate making the target harder to achieve.
- As the whole FE sector moved to blended learning, and the process of quality assurance and lesson observation became more of a challenge, what would good learning look like in a blended learning/digital environment?
  - Staff had done a remarkable job in delivering online learning and virtual observations during the transition phase. Going forward, it was important to ensure consistency across the various platforms and to build quality into the processes.
- How would staff development be carried out to ensure staff had all relevant skills to continue with blended delivery?
  - The normal cycle of staff development would continue, online wherever possible, with a focus on areas related to IT development training and sharing good practice.
- Was the College planning any online celebratory events for students leaving the College in order to mark their achievements?
  - The University's graduation ceremonies (for HE and FE students) had been postponed until February 2021. Consideration would be given to the organising of online celebrations for College students.

ACTION:
Principal to consider marking the achievements of students via an online celebratory event.

It was **RESOLVED** that the Principal's Report be noted.

2.2 BUSINESS CONTINUITY PLAN

The Vice Principle presented the Critical Incident Plan which set out the approach to recovery and business continuity from a wide range of scenarios. The Plan had been reviewed by the Audit Committee at its most recent meeting.

The Plan was an embedded plan which linked to other key documents including the Health & Safety Policy and the Risk Register. It highlighted potential incidents and the immediate actions to be followed in the event that they occurred. The actions were designed to minimise disruption, injury and loss whilst recognising that during and following a real incident, actions may need to be adapted accordingly.

The Plan would shortly be updated to incorporate any COVID-19 related matters.

Governor Questions:

- Should there be a reference in the Plan to communication with Board members in the event of a critical incident?
  - This would be included in the updates to the Plan. The current version included communication with the Chair of the Board but not the broader membership.
- How did the Plan dovetail with the reportable incident process for the Office for Students (OfS)?
  - The SMT agendas had recently been updated to include reportable events and group incident reporting as a standard item.

ACTION:
Members to provide further feedback/comment on the Business Continuity Plan to the Clerk.

It was **RESOLVED** that the Business Continuity Plan be noted.

2.3 COLLEGE STRATEGIC & OPERATING PLAN 2020/21

The Principal presented the College Strategic & Operating Plan 2020/21 which had been through the Committee review stage both at the College and at the University and would be submitted to the University Board for approval.

As part of the annual cycle of business, the College had outlined the key objectives for the coming academic year (2020/21) which was developed towards achieving the overall strategic objectives as set out in the Strategic Plan. This reflected the statement of focus for 2020/21 issued from the University to the College.

The objectives were then converted into the College Operating Plan. This years' Operating Plan, whilst based on 'business as usual', had also specific overriding objectives given the unique circumstances arising from the COVID-19 pandemic - the absolute priority being the safe opening of the College in the new academic year.

Another important area of focus was the preparations for the launch of T-Levels in 2021/22, including capital bids and any necessary expenditure.

Governor Questions:

- What measures would be put in place for returning learners in order to help them catch up with missed learning?
  - The approach to this would include a number of different actions depending on the students' ability to gain access to online facilities. A number of students had been provided with equipment to assist with access, including laptops, dongles etc . The College would ensure that any gaps in learning were addressed on a one-to-one basis with students and that assessments were taken forward as planned.

ACTION:
Board to be updated on a regular basis with regard to learner progress via the Standards & Performance Committee – Principal and Deputy Principal to discuss further.

It was **RESOLVED** that the College Strategic & Operating Plan 2020/21 be approved.

2.4 T-LEVEL CAPITAL INVESTMENTS & COLLEGE PROPOSALS

The Deputy Principal presented a report detailing the process for T-Level development and implementation as set out in the 'T-Level Action Plan' October 2019. The action plan provided an update on the Government's plans and progress in reforming technical education as set out in the Post-16 Skills Plan for the delivery of T-Levels in 2020 and preparations for 2021 delivery.

The College had been invited to submit a capital bid on each T-Level route offered, for capital investment into construction and health/media. It was noted that both of these areas required investment and urgent expansion of provision in order to support the forecasts for changes to T-Levels.

The capital investment was expected to be 100% of the capital costs. In the event that 100% of the costs were not met, the investment in these areas would not be taken forward. Following the deadline of 26 June 2020 for submissions of bids, the College was currently awaiting the outcome.

Governor Questions:

- Would the Government's recent announcement of further capital investment in further education benefit the College?
  - It was not yet clear whether the Government's FE investment plans included additional monies or whether it related to monies already put aside for the T-Level Development Fund. Further details were awaited from the Government.

It was **RESOLVED** that the report on T-Level Capital Investment & College Proposals be approved in principle, subject to contractual details and 100% funding.

(Professor George Holmes joined the meeting at 5.45pm)

2.5 COVID-19 AND HR ISSUES

The Director of HR presented a report on COVID-19 and HR Issues which provided a detailed overview of the impact of COVID-19 on staffing and safeguarding matters at the College.

The following key points were highlighted:-

- Two members of staff had tested positive for COVID-19 and hospitalised and a small number of other staff had experienced symptoms without formal diagnosis (and had been following the relevant health and safety advice). The College had not experienced a spike in sickness absence during the period of the pandemic.
- With regard to employee relations, it was noted that most disciplinary etc cases had been paused during the current pandemic in line with ACAS/legal/Trade Union advice (with the exception of any cases related to criminal matters or breaches of safeguarding). However, an allegation of gross misconduct was being progressed at the individual's request.
- Recruitment into key essential roles was continuing for the next academic year whilst remaining mindful of current financial pressures.
- The College had been unable to access the Government's Furlough Scheme as the College was in receipt of funding from other streams which prevented this.
- Staff Mental Health was a key priority and the Mental Health Team had intervened where necessary. A training session, as part of CPD, would be held virtually on 7 July 2020, and a Learning Festival to share good practice would also be held remotely during the week commencing 6 July 2020.
- The College continued with its safeguarding obligations and was currently receiving approximately 10-15 referrals per week. Meetings continued to be held remotely with relevant safeguarding agencies. Around 500 vulnerable students had been identified prior to College lockdown and these continued to receive one-to-one support.
- The College would remain alert to risks of radicalisation, online grooming etc under the Prevent duty. The Chair referred to an online training course for Trustees and Governors which he felt would be worth sharing with Governors.

ACTION:
Director of HR to circulate details of the Prevent duty online training course to Governors.

It was **RESOLVED** that the report on COVID-19 and HR issues be noted.

VERBAL UPDATE ON BCMS BY THE VICE CHANCELLOR

The President &Vice Chancellor of the University provided a brief update with regard to the Bolton College Medical School (BCMS) Project.

Members were aware that the BCMS Project had been suspended following the outbreak of the COVID-19 pandemic and associated financial pressures. He referred to the Prime Minister's recent announcement regarding boosting the economy via a programme of building works, and it was felt that this could help to bring the BCMS Project back online. The University had requested a £34m lump sum for the Project, which would help create 1000 additional healthcare professional jobs. The Prime Minister had been informed by the Vice Chancellor that the Project remained ready to be immediately resumed, supported by Bolton College, the local authority, and the NHS Trust.

The case for BCMS funding was currently being lobbied in Parliament.

It was **RESOLVED** that the verbal update on the BCMS Project be noted.

2.6 COLLEGE KPI DASHBOARD

Members received for information the College KPI Dashboard, which detailed the key sustainability indicators and a range of other indicators, which had been selected based on the areas to be monitored by the ESFA.

The Dashboard had been updated following discussion at the Resources Committee and would be presented to the University Board on 7 July 2020.

It was **RESOLVED** that the College KPI Dashboard be noted.

2.7 STUDENT PROTECTION PLAN AND ACCESS & PARTICIPATION PLAN

The Director of Adult & Higher Education presented the Student Protection Plan (SPP) and the Access & Participation Plan (APP).

Student Protection Plan
The SPP set out what students could expect to happen in the event of a course, campus, or institution closure in order to ensure that students could continue and complete their studies, or receive compensation where continuation was not possible.

It was a requirement that all higher education providers registered with the OfS must have a SPP in place, approved by the OfS. The plan must be easily available to current and prospective students and should address the specific risks to the continuation of study for that provider's students in a proportionate way.

The College SPP had recently been updated and all the risk statements were low risk. The main change related to the inclusion of non-prescribed higher education provision.

Access & Participation Plan
The OfS required any higher education provider that charged up to the basic fee cap to have in place an annual statement setting out its commitment to supporting access and participation in higher education by students from under-represented groups.

The College APP had been updated to reflect the institution as an FE college also providing HE. The Plan highlighted (amongst other things) the College's values; University provision; pathways relationship with GM Higher; commitment to equality, diversity and inclusion; wellbeing strategy; transition arrangements; widening participation; employability; TIRI strategy; admissions processes, and financial support.

It was noted that colleges that had franchise agreements were currently being affected by student number control (SNC). However, the College was not currently experiencing any negative impact with regard to this issue (unlike a number of other colleges in the Northwest).

Members commented that the Plans were extremely helpful and informative documents.

Governor Questions:

- Could the reference within the APP to the College being 'dissolved' be seen as a sending out a negative message?
  - This would be re-worded in a more informal but legally correct way.

ACTIONS:

(i) The Clerk and the Director of Adult & Higher Education would liaise to amend the wording in the APP referring to the College being dissolved.

(ii) The photo in the APP would be updated to show a more recent version of the Manual (Director of Adult & Higher Education).

Subject to the minor amendments as detailed, it was **RESOLVED** that the Student Protection Plan and the Access & Participation Plan be approved.

2.8 APPOINTMENT OF CHAIR AND VICE CHAIR

The Clerk presented a report on the appointment of the Chair and Vice Chair of the Board.

The current terms of office of both the Chair and Vice Chair would expire on 31 August 2020.

Chair - Dr Andrew Roberts
Dr Andrew Roberts had been appointed as Vice Chair from 18 March 2015 to 10 May 2016 and as Chair from 11 May 2016 to 31 August 2017 and 1 September 2017 to 31 August 2020.

Vice Chair - Mr Andrew Fawcett
Mr Andrew Fawcett had been appointed as Vice Chair from 22 June 2016 to 31 August 2017 and 1 September 2017 to 31 August 2020.

In accordance with the process to appoint the Chair and Vice Chair as detailed in Section 4 of the Standing Orders, nomination forms for both positions had been issued to all Members of the Board. At the close of the nomination period on 26 June 2020, nominations had been received for Dr Andrew Roberts as Chair and for Mr Andrew Fawcett as Vice Chair and seconded by Board Members. As there was only one nomination for each role, it had not been necessary to instigate an election procedure. Therefore, from 1 September 2020, Dr Andrew Roberts was duly re-appointed as Chair and Mr Andrew Fawcett as Vice Chair for a further term of office and all Board Members would receive formal notification.

(At the request of the Clerk, the Chair was requested to withdraw from the meeting during consideration of the following matter. The Chair left the meeting at 6.08pm)

A discussion took place between the Clerk and the Members regarding the nomination process for the appointment of the Chair.

(Dr Andrew Roberts rejoined the meeting at 6.10pm)

It was **RESOLVED** that the appointments of Chair and Vice Chair be approved with effect from 1 September 2020.

2.9* STARRED ITEMS:-

(i) FINANCIAL REGULATIONS

Members had received and reviewed the College Financial Regulations.

The Regulations had been reviewed/revised by Management and revised post-Merger with the University of Bolton. It was noted that elements of the College's business would also require University of Bolton or Group approval (for example, the Annual Budget).

It was **RESOLVED** that the College Financial Regulations be approved.

(ii) COUNTER FRAUD STRATEGY

Members had received and reviewed the Counter Fraud Strategy which provided assurance that the College was taking all appropriate steps to comply with the ESFA post-16 audit code of practice.

The ESFA post-16 audit code of practice recommended that providers had a proportionate counter fraud strategy setting out its approach to raising awareness, prevention, detection, investigation and sanction of suspected fraud in order to provide assurance that an organisation had in place internal controls to prevent fraud and financial irregularity.

The Counter Fraud Strategy had been considered by the Audit Committee on 11 June 2020 where it was agreed by the Committee that a recommendation be made to the Board that the Strategy be adopted.

It was **RESOLVED** that:-

(i) the content of the report be noted; and

(ii) on the recommendation of the Audit Committee, approval be given to the Counter Fraud Strategy.

(iii) PUBLIC INTEREST DISCLOSURE POLICY

Members had received and reviewed the updated Public Interest Disclosure Policy.

The Further Education Commissioner had recommended that all Colleges had an up to date Public Interest Disclosure Policy published on their website.

The Policy had been previously circulated by email for comment and updated accordingly.

It was **RESOLVED** that the Public Interest Disclosure Policy be approved.

3. SECTION C - UNIVERSITY GROUP MATTERS

3.1* STARRED ITEMS:

(i) GROUP RISK REGISTER

Members had received the Group Risk Register for information, which provided an update on the revised approach to Risk Management adopted (as previously agreed) across the Group for 2019/20.

It was **RESOLVED** that the Group Risk Register be noted.

(ii) GROUP SIGNIFICANT RISK & CRITICAL INCIDENT NOTIFICATION

Members had received and reviewed the Group Significant Risk & Critical Incident Notification. The report provided an update on the Group's corporate governance arrangements and assurance that the Group was taking all appropriate steps in relation to the management of significant risk and critical incidents.

The Executive Governance Working Group had resolved that a protocol was required to clarify decision making and communication between University subsidiaries and the University in order to provide a Group response to critical incidents and matters of significant risk.

It was **RESOLVED** that the Group Significant Risk & Critical Incident Plan be noted.

4. SECTION D - ANY OTHER BUSINESS
4.1 SUB-CONTRACTING ACTIVITY – ALLIANCE LEARNING

The Director of Apprenticeships presented a report on sub-contracting activity with Alliance Learning which requested the Board's approval to enter into negotiations for a study programme sub-contracting relationship with Alliance Learning (now part of the University Group).

Alliance Learning was a local training provider that had worked very closely with the College and the University for many years and which became part of the University Group in March 2020. It specialised in apprenticeships and commercial activity with a focus on engineering.

Alliance Learning was forecasting that their apprenticeship starts would be delayed due to the COVID-19 pandemic with employers not recruiting in their normal recruitment pattern that would have a negative financial impact on the organisation. The College had been approached by Alliance Learning to enter into a sub-contracting relationship for up to 100 learners with a maximum contact value of £100,000. This sub-contracting activity would support Alliance Learning in being able to develop learners' skills whilst on a short study programme of 150 hours, with the intention of starting an apprenticeship programme upon successful completion.

Governor Questions:

- As the target learners would be 16-18 year olds, would this mean that additional income could be secured for the College?
  - The funding would be lagged and would, therefore, translate into income in the following academic year.
- Would apprentices be enrolled with Alliance Learning if successful after a preliminary period?
  - This was confirmed as correct.

It was **RESOLVED** that the report on Sub-contracting Activity with Alliance Learning be approved.

4.2 COMMITTEE MEMBERSHIP PROPOSALS
(i) SEARCH AND GOVERNANCE

The Chair presented a report which updated the Board regarding an expression of interest received for the President & Vice Chancellor of the University of Bolton to become an ex-officio member of the Search and Governance Committee.

The Search & Governance Committee Terms of Reference stated that:
The Committee shall be appointed by the Board and shall comprise:
• Up to 5 members (or such other number as the Board may from time to time determine) including the Principal.
AND

• Up to 2 Co-opted members who are not Board members. These will be persons of established standing, reputation and integrity in the community which the college serves.

The Search and Governance Committee had, at its meeting held 23 June 2020, agreed that a recommendation should be made to the Board for the President & Vice Chancellor of the University to become an ex-officio member of the Search and Governance Committee. If approved, the Terms of Reference would be amended accordingly.

It was **RESOLVED** that:-
(i) on the recommendation of the Search and Governance Committee the President & Vice Chancellor of the University of Bolton become an ex-officio member of the Search and Governance Committee; and
(ii) the Terms of Reference for the Search & Governance Committee be amended accordingly and presented to the University Board for approval.

(ii) AUDIT COMMITTEE

The Chair presented a report on expressions of interest received for a co-opted member of the Audit Committee.

The Search and Governance Committee had, at its meeting held 25 September 2019, determined that it would be favourable to have a co-opted member of the Audit Committee with recent and relevant audit experience to ensure that the Committee continued to be quorate and operated effectively. Subsequently and in response to an advert, the Clerk had received two expressions of interest which had been considered by the Search and Governance Committee at its meeting on 23 June 2020 as follows:-

Mr Farhad Ali Ahmad to be invited to join as a co-opted member of the Audit Committee for an initial 12 month probationary period.

Ms Chloe Christian to be invited to join as a co-opted member of the Resources Committee for an initial 12 month probationary period.

It was **RESOLVED** that on the recommendation of the Search & Governance Committee, the Board approve the appointment of the two co-opted Members, subject to approval by the University Board on 7 July 2020.

4.3* STARRED ITEMS:
TERMS OF REFERENCE REVIEW
(a) RESOURCES COMMITTEE
(b) BOARD OF GOVERNORS

Members had received and reviewed the Term of Reference for the Resources Committee and the Board of Governors which had been updated to ensure that they were up to date, consistent, and (in the case of the Resources Committee) aligned with the University Resources Committee Terms of Reference following the College integration in September 2018.

It was **RESOLVED** that on the recommendation of the Search & Governance Committee, the Board approve the revised Terms of Reference for the Resources Committee and the Board, subject to approval by the University Board on 7 July 2020.

ANY OTHER BUSINESS

Careers Strategy

The draft Careers Strategy being developed by the Executive Team was a very important document particularly in the current operating context where students faced particular challenges in progressing into employment. It was proposed that in order to accelerate the process, the Careers Strategy be circulated to Board Members for adoption by written procedure.

It was **RESOLVED** that the draft Careers Strategy be circulated for adoption by written procedure.

(All Members and Officers save for Independent Members and Executive Finance Director left the meeting at 6.23pm)

4.4 RESERVED BUSINESS MINUTES

5. SECTION E – FUTURE MEETINGS

5.1 Governors' Meetings

The dates and times of future meetings were noted as follows:-

Board Meeting - Tuesday 10 November 2020 at 5.00pm

Committees -
Search & Governance – Wednesday 23 September 2020 at 3.00pm
Remuneration – Wednesday 23 September 2020 at 4.00pm
Resources - Tuesday 29 September 2020 at 5.00pm
Audit - Thursday 15 October 2020 at 5.00pm
Standards & Performance – Tuesday 3 November 2020 at 2.00pm

5.2 Governors' Evening:

23 September 2020 6.00pm - 8.30pm.

5.3 Group Christmas Meal

Wednesday 16 December 2020 at 7.00pm.

The Chair thanked members for their attendance and the meeting closed at 7.04pm

Chair's Signature:

Date: 10 November 2020