

THE CORPORATION BOARD OF EAST SURREY COLLEGE

OPEN MEETING HELD ON THURSDAY 9 JULY 2020

Meeting held by video conference facility using Microsoft Teams

Meeting commenced: 18.00hrs

Meeting ended: 19.30hrs

Participating

Andrew Baird	Independent Member	Chair
Liz Rushton	Independent Member	Vice Chair
Jayne Dickinson	Chief Executive (College Group)	Principal (ESC)
Rosemary French	Independent Member	
Derek Galloway	Independent Member	
Phillip Kerle	Independent Member	
Ganesh Kumar	Independent Member	
Colin Monk	Independent Member	
Alex Hayman	Independent Member	
Anne Smith	Independent Member	
Grace Marriott	Independent Member	
Peter Papanastasiou	Independent Member	
Lily Franklin	ESC Staff Member	
Amran Mohamed	ESC Student Member	
Amy Whitear	JRC Student Member	

Apologies for absence

Bob Pickles	Independent Member
Simon Potten	Independent Member
Simon Bland	Independent Member
Natalie Watkins-Khan	JRC Staff Member

In attendance

Kevin Standish	Principal (JRC) Quality Lead (College Group)
Jyoti Baker	Chief Operating Officer (College Group)
James Marshall	External Co-opted Member of the Audit Committee

Clerk

Sue Glover	Director of Governance
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C.20.20 Declaration of Interests

Members and officers were reminded of the need to declare any personal or financial interest in any item to be considered during the meeting.

Andrew Baird declared that, as part of his role with the FE Commissioner's National Leaders of Governance team, he has been seconded to Brooklands College as the interim Chair. He is also part of the Educational Administrators team working with Hadlow College.

There were no other declarations of interest.

C.21.20 Apologies for Absence

Apologies for absence were received from

Simon Potten	-	business commitments
Simon Bland	-	business commitments
Bob Pickles	-	personal commitments
Natalie Watkins-Khan	-	personal commitments

Agreed

The Board accepts the apologies for absence.

C.22.20 Notification of Any Other Business

Members agreed that there was no other business to be considered.

C.23.20 Unconfirmed minutes of the part 1 meeting of the Corporation Board held on 26 March 2020

The minutes of the meeting were approved and signed as a correct record.

C.24.20 Matters arising and action points from the minutes of the meetings

Members reviewed the schedule of action points, noting that the outcomes from the recent staff survey on remote working were included within the CEO's report on this agenda. A new staff survey is currently underway with outcomes that will be reported to the Board when available.

It was agreed that all other actions had been satisfactorily completed and there were no other matters arising from the minutes of the meetings.

C.25.20 Governance Report

The Director of Governance presented a report, which identified issues relating to governance arrangements and the current membership of the Corporation Board and its committees.

Membership of the Corporation

Members were advised that

- there are currently no vacancies for independent members and there will be one retirement at the end of 2020
- due to Covid-19 it has not been possible to hold the normal election process for new student members for 2020/21 and that arrangements are in hand for this to take place at the start of the autumn term so that the Board may receive nominations at the meeting in October to formally appoint them
- as in previous years, members will be invited to give an expression of interest outside of the meeting of any change in the committee they currently serve and whether they would be willing to serve on more than one committee as well as the Strategy Committee
- in the light of the forthcoming retirement at the end of 2020
 - the Search and Governance Committee agreed that Simon Bland is invited to serve on the Search and Governance and Senior Post Holders' Employment Committees when a vacancy becomes due in 2021
 - the Audit Committee would reduce from 5 to 4 members from 2021, but it was acknowledged that those remaining on this committee have the requisite skills and expertise to deal with the business on this committee

Gender Balance and Diversity

Members noted the current gender balance and diversity of the Corporation Board

- 11 male; 9 female
- 3 male chairs of the Board and committees; 2 female chairs of the committees

Link Governors

Members were presented with a proposed role summary for the Corporation Board's Link Governor for Safeguarding including Prevent, which had been considered by the Search and Governance Committee at the meeting held on 7 May 2020 and agreed that, as it was considered good practice by colleges to formalise the role, this should be put in place.

Professional Negligence Statement

Members were reminded that, previously, there was a concern that for those governors who are also practising professionals (such as accountants, solicitors) they could be held responsible for any advice given. Although assurance is given that this would not be the case, it was felt that there could still be a residual risk of action against an individual governor. It was agreed by the Board in July 2017 that the best course of action would be to record annually in the Minutes that:

“Advice given by Governors is incidental to their professional expertise and is not being given in their professional capacity”

Governance arrangements

Members were reminded that, at the meeting held on 26 March 2020, the Board agreed to put in place the following temporary arrangements during the current Coronavirus situation:

- Telephone conferencing: verbal discussion with all members
- Video conferencing: use of Microsoft Teams
- Email approval of resolutions
- Reducing the quoracy requirement to 30% of the determination of the Corporation, giving a quoracy requirement of 6

The Board was advised that, depending on the outcome of the easing of the country's lockdown arrangements over the summer and guidance from government, there could be the potential for the Board to meet in College, using the Auditorium where there is sufficient space for appropriate social distancing, for some meetings during the autumn term.

In discussion, it was agreed that the Committees would continue to meet via Microsoft Teams during the autumn term, with the potential for the Board to meet in College if government guidance permits. The Director of Governance would keep the Board advised as further guidance from government is received. The reduced quoracy level of 30% would remain in place and reviewed at the next meeting to consider whether it was still appropriate or whether this should return to 40%.

Resolved

The Corporation Board

- receives and notes the report
- endorses the recommendation of the Search and Governance Committee and approves
 - the role summary for the Corporation Board's Link Governor for Safeguarding including Prevent
 - Simon Bland to serve on the Search and Governance and Senior Post Holders' Employment Committees from 2021
 - membership of the Audit Committee reduces from 5 to 4 from 2021
- agrees that membership of the Board Committees will be refreshed from 1 September 2020 and any requested changes taken into account, noting those that Simon Bland will serve on from 2021

- agrees that the following Professional Negligence Statement continues to be recorded in the Minutes that “**advice given by Governors is incidental to their professional expertise and is not being given in their professional capacity**”
- approves continuing with the following temporary arrangements in place during the current Coronavirus situation
 - all meetings of the Committees to be held via Microsoft Teams during the autumn term, with the potential for the Board to meet in College, subject to guidance from the government
 - reducing the quoracy requirement to 30% of the determination of the Corporation, giving a quoracy requirement of 6
 - telephone conferencing: verbal discussion with all members
 - email approval of resolutions

C.26.20

Learner Voice

In the absence of one of the two student members, the ESC Student Member gave a verbal update on the student activities during the term.

Members were advised that the pop up sessions she had organised with the Vice President of the SU each week have been very successful. There have been a number of very positive comments from students about how their teachers have given them so much support when at college and how much they have enjoyed their time at college.

It was unfortunate that Covid-19 has prevented students being in College, as she had planned to hold a sporting event in the summer term for wheelchair basketball and a football tournament, but hoped the new incoming President and Vice President would be able to arrange these in the new term.

The ESC Student Member took the opportunity to thank the Board and staff for all their support during her term of office, which she has very much enjoyed.

On behalf of the Board, the Chair of the Corporation thanked both student members for all their hard work and contribution during their term of office, their input at meetings has been very much valued as they have been able to provide first hand insight into the experience of being a student.

Agreed

The Corporation Board agreed to receive and note the report

Andrew Baird left the meeting

C.27.20

Election of Chair of the Corporation

Members were advised that as the current term of the Chair of the Corporation expires on 31 August 2020, it is necessary to consider this appointment. The current holder is Andrew Baird who has indicated his willingness to be reappointed.

The Director of Governance advised the Board that, in accordance with Instrument 6(1), the members of the Corporation are required to appoint a Chair from among their number.

Members were informed that, following the invitation to members to submit nominations for Chair, Andrew Baird had been nominated.

No further nominations were received.

Andrew Baird was formally nominated and severally seconded for the position of Chair of the Corporation.

Resolved

The Corporation Board unanimously elects Andrew Baird to be the Chair of the Corporation for the period 1 September 2020 to 31 August 2022

Andrew Baird rejoined the meeting

C.28.20

Report of the Chief Executive

The Chief Executive presented her report, drawing attention to issues not otherwise covered in the agenda, under the headings:

- The Further Education Landscape
 - Covid-19 impact
 - Impact on College Operations
 - Impact on Staff
 - Impact on Student Learning
 - Student Safeguarding
- Applications for 2020/21
- Quality
 - Performance Reviews
 - Key Stage 4 Audit at JRC
 - Autumn Term Planning
- Additional Provision
 - Subcontractors
 - Level 3 Engineering Technology (Rail)
 - Other bid funding opportunities
- T Levels
- Finance and Funding
 - Build Projects
 - Systems Development
 - Financial Health
- Employer Engagement Activities
 - Virtual Job Fair/Work Experience
 - Teach Too – ETF recognition
- Higher Education
- Student Success

Amy Whitear arrived

Members discussed the issues raised and, in response to questions, were advised that

- by the middle of August, just two staff will remain on furlough from the height of 32 and at this stage no redundancies are planned
- Staff have been kept very well informed throughout the lockdown period via a range of means, including the regular Staff Bulletin and a recent staff survey indicated that staff agree they have been kept very well informed by the College, have stayed connected as a team and feel equipped to manage both personal and work demands at this time, with childcare the main cited issue
- First Aiders have been equipped with PPE and, in the event that someone develops symptoms whilst in College, there are isolation rooms at both Colleges where they would be taken to

- early indications are that OSC will make its 16-18 enrolment target for 2020/21, with ESC continuing a long history of growth and JRC seeing a good impact on applications and offers for the new Construction and Engineering courses; however, the impact of Covid-19 on enrolment is not known

The Board thanked the Chief Executive for a very informative report, noting in particular the continuing measures taken to manage the impact of Covid-19 on students and staff and the arrangements in place as both Colleges move towards readiness for the new term.

The Board reaffirmed there continues to be satisfactory arrangements in place covering all areas of the business during the current Covid-19 Pandemic and for the continuing wellbeing of all students, particularly vulnerable students, and staff at both colleges.

Agreed

The Corporation Board agreed to receive and note the Report of the Chief Executive

C.29.20

Orbital South Colleges Strategic Statement 2019 – 2022

The Chief Executive presented, for consideration and approval, the revisions for the second year of the 3-year Strategic Statement for the Corporation of East Surrey College t/a Orbital South Colleges (OSC), covering 2019-2022, together with objectives and targets for the second year, 2020/21.

Members were reminded that progress against objectives and targets for year one was presented to Governors at the Strategy Committee on 21 May, when it had been assessed that these have been substantially met.

The Board was advised that, although a series of targets have been proposed, in some cases these can only be finalised once the final year outturn for 2019/20 is known and has been assessed. It was noted that full curriculum targets would be presented to the Learning and Quality Committee in the autumn term.

Members were advised that

- once the Strategic Statement has been approved, the Executive will progress the actions required to meet objectives and targets
- the strategic statement already includes targets that are appropriate for this time of national emergency, however it is likely that the need for additional targets may emerge dependent on the national position so that OSC can continue to play a key role in local recovery
- following merger, the scope of the strategy has been extended in order to enable new opportunities to be accommodated
- all College plans and activity relate to the delivery of the overarching Strategic Statement
- professional development, curriculum planning and development and resources are all informed by the strategic direction outlined within the Strategic Statement
- the Strategic Statement is informed by a number of drivers, such as:
 - government policy and funding priorities
 - regional and local initiatives, including LEP and local priorities
 - positioning of the College Group in its communities
 - ambitions for growth and raising of OSC's profile as provider of excellence

Members were advised that, following the presentation of the proposed amendments to Governors at the Annual Self-Assessment Review meeting on 26 June, the document has been further amended in order to strengthen each of strategic aims.

Members considered the proposed amendments of each of the Strategic Aims:

- To deliver excellence in teaching, learning and assessment
- To enable students to develop excellent workplace behaviours and skills
- To ensure an inclusive environment in which our students and staff feel safe and thrive
- To develop complementary partnerships that contribute positively to sustainable communities
- To generate strong finances and robust delivery structures that enable future investment and sustainability

Members discussed the proposed changes and agreed these were appropriate. However, it was accepted that there could potentially be further changes in the light of any impact from Covid-19 and recent comments from the Chancellor or the Exchequer and the Secretary of State. A final version will be circulated to governors.

Members noted the key impact measures arising from the report.

Resolved

The Corporation Board approves, subject to any final changes as discussed

- the East Surrey College t/a Orbital South Colleges Strategic Statement 2019 – 2022, recognising that some targets can only be confirmed once the final year outturn for 2019/20 is known and has been assessed
- the basis on which full targets will be presented to Governors for approval in the Autumn Term 2020
- the Public Value Statement
- the Vision Statement
- the Values
- the Mission Statement

C.30.20

Capital and Revenue Budgets and Financial Return: 2020/21

The Chief Operating Officer presented, for consideration and approval, the annual budget for the College.

Members were advised that the Capital and Revenue Budgets: 2020/21 had been considered at the meeting of the Finance and Resources Committee held on 25 June 2020 and recommended for approval by the Corporation Board.

The Board was advised that the budget has been set following

- confirmation of the allocation of income grants by the ESFA
- a review of all income streams
- detailed review of
 - the costed established staff
 - all pay and non-pay costs
 - the 2020/21 curriculum plan

Members noted that the plan includes provision for

- the funded allocation of all the College income streams including 16-18 year-old learners

- the Adult Education Budget Grant (ESFA and GLA), including the carry forward and non-levy procurement Apprenticeships, and the delivery of the Adult Community budget
- a capital investment programme of £750k

Members were advised that the budget setting considered and included where applicable the following:

- Apprenticeships target increased by £227k to £2,300m (10% increase on 2019/20 delivery), which is regarded as an achievable target, taking into account the carry forward and the pipeline for new recruits and with increasing delivery on 'high value' apprenticeships including degree apprenticeships and the intention to develop the provision at John Ruskin College as a direct offer
- the base allocation for High Needs students remains at 160
- Tuition Fee income maintained at the same level as 2019/20
- other income includes lettings and other related commercial services
- an amount of £666k has been included as savings to be identified in the pay costs
- the budget allows for a pay award of 0.5%

Members reviewed

- Executive summary
- College Budget 2020/21
 - Income and Expenditure account
 - Operating position
 - Exceptional costs
 - Assumptions – income, pay and non-pay
 - Balance Sheet
 - Cash flow
 - Financial objectives
 - Risks
 - Capital Budget 2020/21

In response to questions from members, the Board was informed that

- A 'breakeven' operating position is proposed
- the total comprehensive income, which includes the release from the revaluation reserve and the financing costs of pensions (£775k) is a total comprehensive income deficit of (£687k)
- the pension finance costs are estimates as the calculation is dependent on the Government bond rate on 31 July each year
- the budget includes savings to be identified or increased income generation of (£1m)
- the insurance settlement on the cyber-attack suffered in June 2019 has now been settled and the College will receive the full amount of its cover of £100k
- the closing cash balance at July 2020 is forecast to be £4.06m, including the Advanced Technology Centre project at ESC. However, the intention is only to take the project to design stage 4, which will make the cash balance £8.56m. The cash balances of £4.06m will generate 'Good' financial health under the current ESFA scoring mechanism
- the Executive, in line with the strategy set by the Corporation, take a proactive and prudent stance to mitigate against the volatility of the FE environment, whilst taking the opportunities presented. The Executive engages with national policy with strong key partnership working with the AoC, local MPs, local employers, local schools, FE Sussex, the LEP, both Surrey and Croydon councils. In addition, the four Surrey colleges collectively have a role to play in challenging changes within and outside these partnerships

Members were reminded that the College was not required to submit a financial plan as this was completed in February 2020. However, following Covid-19 the ESFA now require a summarised financial plan for 2019/20 and 2020/21 with information relating to 2021/22 optional. This plan was released for colleges to complete on 15 June 2020. There is no requirement for the Board to approve this, but the Accounting Officer must sign it. Once completed, this will be submitted to the ESFA by 31 July 2020 and presented to the Finance and Resources Committee in the autumn term.

The Chief Operating Officer advised that the budget and pay costs will be closely monitored by the Finance and Resources Committee through the monthly management accounts.

The Board noted the key measures arising from the proposals, in particular the Strategic, Financial and Learner implications.

Resolved

The Corporation Board endorses the recommendations of the Finance and Resources Committee and approves the Capital and Revenue Budgets: 2020/21

C.31.20

Higher Education Tuition Fees: 2021/22

The Chief Operating Officer presented, for consideration and approval, a report on fees for all proposed HE provision for 2020/21.

Members were advised that the report on Higher Education Fees had been considered at the meeting of the Finance and Resources Committee held on 25 June 2020 and that proposals are commended for approval by the Corporation Board.

The Board was informed of the background to the report, in particular

- Loan Company for assistance and fees
- the College has received its TEF Award (Bronze) and the College's Access Agreement was approved enabling the College to charge the higher fees to meet its rising cost base. In view of the increased charges from the Office for Students (OfS), and the relationship with the University of Chichester there continues to be a case for the College to raise its fees above £6,000
- the College has received its allocation for 2021 - £123k of teaching funds from the OfS. The College has made plans in its budgets for Bursary Awards to students as part of its Access Arrangement application

Members considered the proposals to approve

- fees as listed
- delegation to the Chief Executive and Chair of the Corporation of the application of appropriate discount to the Higher National or Higher Education qualifications where the level of fee is a barrier to recruitment for cohorts of progressing OSC learners
- to approve delegated authority to the Chief Executive and Chair to amend the fees chargeable in 2021/22 in case of change of circumstances

Members noted the key impact measures arising from the report, in particular the Strategic, Risk and Learner implications.

Resolved

The Corporation Board endorses the recommendation of the Finance and Resources Committee and approves

- listed fees as stated
- delegation to the Chief Executive and Chair of the Corporation of the application of appropriate discount to the Higher National and Higher Education qualifications where the level of fee is a barrier to recruitment for cohorts of progressing OSC learners
- delegated authority to the Chief Executive and Chair of the Corporation to amend the fees chargeable in 2021/22 in case of change of circumstances

C.32.20

Internal and External Audit Provision

The Chief Operating Officer presented a report to update on the Internal Audit Programme for the year 2019/20.

Members were advised that

- the internal auditors, Scrutton Bland, had planned the following internal audits
 - Subcontracting – early July 2020
 - Key Financial Controls – July/August 2020
 - Risk Management and Governance – June/July 2020
 - Learner Number Systems (Funding Assurance) – July 2020
 - the College had also planned to apply for the Cyber Essential + licence
- due to Covid- 19, the support teams responsible for these audits had been considerably diverted and remote audits posed a significant challenge.

The Board was advised that arrangements for the internal audit programme to cover the year 2019/20 had been considered by the Audit Committee at the meeting held on 11 June 2020. The Committee agreed that, in the light of the current circumstances due to Covid-19, the audits driven by legal obligation or essential assurance would take place over the next two months and all other audits rescheduled to take place in October 2020.

Members were advised that the Subcontractor audit had taken place in early July as scheduled and was expected to receive a green 'substantial' assurance and the final report would be circulated to the Audit Committee.

The Chief Operating Officer presented, for consideration and approval, the Letter of Engagement and Financial Statements Audit Service Plan for 2019/20 from the external auditor, Buzzacott.

Members were advised that these had been considered at the meeting of the Audit Committee held on 11 June 2020 and are commended for approval by the Corporation Board.

It was noted that the ESFA still has to publish the Post-16 Audit Code of Practice for the current financial year. The College will be informed of any further changes to the audit approach beyond what is highlighted in the document, but it is anticipated that the format will be very similar to the previous year with no significant changes.

Resolved

The Corporation Board endorses the recommendations of the Audit Committee and

- approves the Letter of Engagement from the external auditor, Buzzacott
- approves the Financial Statements Audit Service Plan for 2019/20
- agrees that the arrangements in place for the internal audit programme to cover the year 2019/20 are appropriate

C.33.20 Search and Governance Committee

Meeting of the Search and Governance Committee held on 7 May 2020

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Search and Governance Committee and issues for consideration and approval

The Chair of the Search and Governance Committee reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- Risk Management: Summer Term 2020
- Review of Governance Policies for 2020/21
 - Gov01 Terms of Reference and Standing Orders for the Conduct of Meetings of the Corporation Board
 - Gov02 Code of Conduct for Members of the Corporation
 - Gov03 Governor Induction and Training Policy
 - Gov04 Attendance at Meetings, Access to Corporation Business and Confidentiality
 - Gov05 Governor Recruitment and Succession Planning Policy and Procedure
 - Instrument and Articles of Government
- Terms of Reference and Standing Orders of the Search and Governance Committee: 2020/21
- Annual Schedule of Business of the Search and Governance Committee: 2020/21
- Governors' Quality Improvement Plan 2019/20: Summer Term 2020
- Governors' Development and Training Programme 2019/20: Summer Term 2020

C.34.20 Learning and Quality Committee

Meetings of the Learning and Quality Committee held on 18 June 2020

Members received the unconfirmed minutes of the meetings.

Report of the Chair of the Learning and Quality Committee and issues for consideration and approval

The Chair of the Learning and Quality Committee reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- College Quality Improvement Plan 2019/20: Summer Term 2020
- College Policies and Strategies
 - OSC08 Scholarship and Research Ethics Policy
 - OSC76 Digital and E-Learning Strategy
 - Addendum to Safeguarding Children and Vulnerable Adults Protection Policy and Procedures
- Risk Management: Summer Term 2020
- Terms of Reference and Standing Orders of the Learning and Quality Committee: 2020/21
- Annual Schedule of Business of the Learning and Quality Committee: 2020/21
- Termly Quality & Standards Report: Summer Term 2020

The Chair of the Committee invited the Principal JRC/Quality Lead to update the Board further on the Digital and E-Learning Strategy.

Members were advised that, following the impact of Covid-19 on learning, the Digital and E-Learning Strategy has been developed to reflect the way teaching and learning would be delivered in the future. It became apparent that an element of learning would need to switch to asynchronous (teacher not physically or remotely present) teaching and the strategy will support this. It is still very much work in progress and would be further reviewed following enrolment in the autumn term and brought back to the Learning and Quality Committee.

C.35.20 Finance and Resources Committee

Meeting of the Finance and Resources Committee held on 25 June 2020

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Finance and Resources Committee and issues for consideration and approval

The Chair of the Finance and Resources Committee reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- College policies
 - OSC35 Staff IT Usage Policy
 - OSC41 Subcontractor Fees Policy
 - OSC47 Environment Policy
 - OSC48 Drugs and Alcohol Policy
- Risk Management: Spring Term 2020
- Update to bank signatories
- ESFA letter dated 29.05.20 confirming financial health
- Terms of Reference and Standing Orders of the Finance and Resources Committee: 2020/21
- Annual Schedule of Business of the Finance and Resources Committee: 2020/21

C.36.20 Audit Committee

Meeting of the Audit Committee held on 11 June 2020

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Audit Committee and issues for consideration and approval

The Chair of the Audit Committee reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval

- Risk Management: Summer Term 2020
- College Policies
 - OSC37 Best Value Policy
 - OSC34 Freedom of Information Act 2000 Policy and Publication Scheme
 - OSC40 Fraud Policy
- Terms of Reference and Standing Orders of the Audit Committee: 2020/21
- Annual Schedule of Business of the Audit Committee: 2020/21

Members were advised that, as the Post-16 Audit Code of Practice (ACOP) had not yet been issued by the ESFA for 2019/20, there could be the potential for adjustments to the Terms of Reference and any related documents following any suggested changes in the ACOP.

Resolved

The Corporation Board

- Notes the reports of the Chair of each of the committees of the Board
- Endorses the approval by each committee of the key issues considered and approved at the meetings
- Endorses and approves the reports submitted by each committee for consideration and approval

C.37.20

KPI Dashboard

Members received the KPI Dashboards for:

- Apprenticeships – retention and achievement rates by age and level
- Finance: May 2020

Agreed

The Board receives and notes the KPI Dashboards for Apprenticeships and Finance.

C.39.20

Any Other Business

There was no other agreed any other business.

C.40.20

Dates of Corporation Board Meetings: 2020/21

Thursday 8 October 2020 – Corporation Curriculum Strategy Meeting

Thursday 19 November 2020 – Annual General Meeting

Thursday 10 December 2020 – main Corporation Board

Friday 29 January 2021 – Corporation Strategic Planning Meeting

Thursday 25 March 2021 – main Corporation Board

Friday 25/Saturday 26 June 2021 – Corporation Self-Assessment Meeting (date to be confirmed)

Thursday 8 July 2021 – main Corporation Board

At the conclusion of the Part 1 meeting, the Corporation Board moved into a meeting restricted, in accordance with the Instrument and Articles of Government and with Section 22 of the Freedom of Information Act 2000, to the independent members of the Board, the external co-opted member of the Audit Committee and to the senior postholders.

Signed as a correct record:

Date: 10 December 2020

