



MEETING MINUTES

MEETING

Corporation Board

DATE: Monday 24th July 2017 TIME: 10.00-11.50am

VENUE: Universities Centre, Faraday Wharf, Holt Street, Birmingham B7 4BB CHAIRED BY: Sir Terry Morgan

MINUTE/ACTION TAKER: Sally Brook Shanahan, Clerk to the Corporation & Legal Officer

ATTENDEES

1. Sir Terry Morgan (TM)	2. Alex Stephenson (AS)	3. Clair Mowbray (CM)
4. Prof. Jon Binner	5. Naomi Connell (NC)	6. Jim Crawford (JC)
7. Carl Garrud (CG)	8. Jo Miller (JM)	9. Suzanne Roberts (SR)

APOLOGIES: Anita Bhalla, Alistair Dormer and Colin Stewart

IN ATTENDANCE: Shilpi Akbar (SA), Neil Brayshaw (NB), Sally Brook Shanahan (SBS), Jon Hewitt (JH), Sir Frank McLoughlin (FML) and Martin Owen (MO)

TOPIC	WHO	WHEN
<p>1. Welcome and Introductions</p> <p>The Chair welcomed Suzanne Roberts and Jim Crawford to their first meeting and all present introduced themselves.</p>		
<p>2. Declarations of interests</p> <p>None beyond those already recorded in the Register of Interests.</p>		

<p>3. Appointments</p> <p>The following appointments were made on the recommendation of the Search & Governance Committee:</p> <p>Suzanne Roberts as a full member of the Corporation Board for an initial term of 4 years and as a member of the Finance & Resources Committee for a co-terminus period.</p> <p>Jim Crawford as a full member of the Corporation Board on the nomination of HS2 Limited on temporary basis pending a decision by HS2 Limited on a permanent appointment.</p> <p>Richard Cooper as a Co-opted member of the Finance & Resources Committee for an initial term of two years.</p> <p>Martin Owen as the College representative Director on the Board of The National College for High Speed Rail Limited.</p> <p>The intention to appoint Alex Stephenson and Richard Cooper as Directors of The National College for High Speed Rail Limited was noted.</p> <p>The resignations of Andrew Cleaves on 12th May 2017 and Beth West on 12th June 2017 were also noted.</p>		
<p>4. Minutes of the meeting held on 12th April 2017 (Paper 1)</p> <p>The minutes of the meeting of the Corporation Board held on 12th April 2017 were agreed and signed by the Chair as a true record.</p>		
<p>5. Actions Log from the meeting held on 12th April 2017 (Paper 2)</p> <p>All actions were now closed with the exception of ACT41 about arranging for Board Members to meet teaching and support staff. CM confirmed Members will have the opportunity to meet staff in conjunction with the College openings and the Board Away Day in October 2017.</p>		
<p>6. HS2 Update and supply chain commitments</p> <p>JC reported that on 17th July 2017 HS2 Limited announced its intention to award the Main Works Civils Contracts (“MWCC”) to the joint ventures who will design and build the Phase One route. The contractual process was currently in the 10-day standstill period which meant the formal award would be made on 31st July 2017. The Invitations to Tender for the Station Design have been issued and with those for the station support contracts to follow in the next two weeks.</p>		

<p>JC updated members on the deposit of the Phase 2a Hybrid Bill which marked the start of the formal process to secure the powers required to build the phase of HS2 between Handsacre in the West Midlands and Crewe. He confirmed the aim was to achieve Royal Assent for Phase 2a in 2019. Further, the route from Crewe to Manchester and from the West Midlands via Sheffield to Leeds had now been confirmed following the recent route refinement consultation. JC said that now the whole route was confirmed work was progressing with the development of the design so a Phase 2b Hybrid Bill can be submitted in 2019.</p> <p>JC said an important point from the College's learner perspective was that HS2 Limited will have access to contractors under contract. This prompted a discussion about the skills experience of the selected contractors in the course of which JM asked whether they were contractually obliged to use the College. NC pointed out the strong requirement in the tender for the bidders to state what they would do with regard to training. JC noted the wording was as strong as was legally permissible. TM asked JC to prepare a note about the wording of the training commitments included in the HS2 bid documentation (ACT49).</p>	<p>JC</p>	<p>asap</p>
<p>7. Chief Executive's Report (Paper 3)</p> <p>CM introduced her report and confirmed the buildings were on track for handover in August 2017. External landscaping works were currently being completed and equipment installed with positive feedback received from visitors. TM asked if Doncaster was in the same position as the Birmingham site which CM confirmed.</p> <p>CM reported that the Specialist Kit & Equipment pledged to the College was being put in place in readiness for the move into the new buildings in August 2017.</p> <p>TM said that following his recent Birmingham site visit he was concerned that the College's Building Information Modelling (BIM) system did not appear to be aligned with the HS2 Limited's specification. CM explained that whilst the company providing the HS2 BIM had been approached it was unable to provide the support the College required hence the reason the College was now working with another company. TM stated this issue was absolutely core and requested a statement of alignment between the two BIM systems (ACT50).</p> <p>Discussion continued about the need for the digital and design access to be consistent across the piece. TM said the company used by HS2 had also built the Skills Academy in London for Crossrail and so there were potential risks if students were taught in a different environment. JC noted the HS2 tenders were written in a way that was not supplier prescriptive. Nevertheless TM</p>	<p>CM</p>	<p>asap</p>

expressed the view that **the company whose equipment was used by HS2 should be asked to donate the kit required by the College. TM asked for this suggestion to be followed up and a report to be made to the next meeting (ACT51).**

CM

10.10.17

Moving to the Certificate in Higher Education for High Speed Rail & Infrastructure at Level 4 (previously referred to as the Higher Technical Certificate (“HTC”) qualification), CM reported this had just been approved by Sheffield Hallam University (“SHU”) for piloting in September 2017. Members noted it was a significant achievement to have done this in such a tight timescale. In addition a short course catalogue of Continuing Professional Development (“CPD”) was also in development.

CM outlined the engagement activities being undertaken with 16/17 year old learners of which there were currently approximately 1000 on the College database. She confirmed they were drawn from diverse backgrounds with around one third female. In reply to an enquiry from TM asking for further information about these potential students CM said the 16 year olds were making their “A” Level choices currently whilst the older students would be candidates to join the College in September 2018.

Turning to College staff recruitment CM confirmed the members of the Senior Leadership Team (“SLT”) were all now in post and recruitment continued to fill the remaining vacancies in the rest of the organisation. Two members of the permanent teaching staff had been recruited and an offer of employment to a systems specialist had been made on the day of the Board meeting. NB observed the increasing power of word of mouth communications now the project was real and tangible which had been clear when the candidate was interviewed

In relation to Finance and Governance CM noted the progress made including the appointment of new Corporation and Committee members to strengthen the skill sets.

CM informed members that the College had replied to invitations to tender including for the management of the HS2 apprenticeship scheme as well as exploring further commercial opportunities including the hire of the College premises where, currently, a total of twelve conferences and meetings were already booked in the first quarter of the new academic year. CM confirmed verbal approval had just been received for the College to manage 26 HS2 apprentices in September 2017. In reply to a question from TM about where the apprentices were located CM said 5 were in London and 21 in Birmingham. In the discussion that followed the need to ensure a more even distribution between the Colleges was acknowledged. JM said the need for HS2 to establish an office in Leeds would help to do this. It was also pointed out that the HS2

<p>Design Studio will be hosted by the College in both Doncaster and Birmingham. In response to a question from TM, CM said the Design Studio would be situated in the College buildings on a permanent full time basis. TM reminded JC about the continuing need for balance at both of the College's sites. CM added that the location of the first 26 of the HS2 apprentices had been pre-determined but assured the College would work for balance with the remainder. TM asked about the arrangements for provisioning. CM stated that for lower levels the College would subcontract and manage quality via hub and spoke working.</p> <p>A discussion followed about stakeholder engagement and the different forms this was taking including via trade magazines and participation in events, notably "Women in Engineering". The College was also actively engaged with Steph McGovern, the BBC Breakfast Business presenter, who will be broadcasting from the campus after the College had opened. TM said there was helpful information about stakeholder engagement in the Crossrail "Young Engineers Programme" which could be of benefit to the College. CM will follow up the offer to share the Crossrail material (ACT52).</p> <p>Attention turned to the bursary pot which it was clarified included money from the Mayor of Doncaster. SA said a scholarship was also to be made available via "Building Birmingham" and that she understood Wilmott Dixon would be making contributions to both funds. SA will clarify the position with Wilmott Dixon and report back to CM (ACT53). SA also drew attention to the potential availability of European funding for skills.</p> <p>CM said the College expected to be in a position to award bursaries covering the full fees to up to twelve learners. TM noted the need for clarity about who is doing what in relation to bursaries between the Councils, the College and the new elected Mayor to avoid duplication. JM said she was meeting with the Mayor's deputy shortly and so would raise the subject of bursaries and report back to CM (ACT54).</p> <p>TM closed the discussion and said he felt good progress was being made.</p>	<p>CM</p> <p>SA</p> <p>JM</p>	<p>asap</p> <p>asap</p> <p>asap</p>
<p>8. Monthly Finance Report (Paper 4)</p> <p>MO introduced the Report and said that given the revision to the College's budget for 2016/17 was only in December 2016, the College had been able to monitor and closely manage it in order to bring the overall outturn in line with expectations. He confirmed the budgeted and expected outturn for the year was a £5.5m deficit and that there was sufficient funding and coverage in place for the level of deficit.</p>		

Members noted the 12 month cashflow that had also been provided that showed the level of cash planned is more than sufficient for the College's needs over the next twelve months.

9. Committee Updates (Papers 5-8)

Members received the draft minutes of the Committee meetings held in June 2017 and benefitted from an update from the Committee Chairs as follows:

- (i) Audit – NC noted the need for two new members to join the Committee who were not members of the Finance & Resources Committee. She recorded thanks to Colin Stewart for stepping in as a temporary member at the last meeting on 23rd June but noted that as he had recently retired thought needed to be given about whether Colin should remain a member. Otherwise NC said she felt the work of the Committee was on track and was comfortable with the way matters were progressing.
- (ii) Search & Governance – AS reported that all Board sub-Committees had met twice in the year to date. He confirmed governance actions were going to plan with the key governance documents drafted and being recommended for approval by the Board later in the meeting. Progress was being made with the search to find new successor Board members with the current priorities being to find a successor to Andrew Cleaves. AS noted the FE Commissioner had offered to provide CM with the names of some potential candidates when he visited the College recently and these will be followed up once they are received.
- (iii) Finance & Resources – JM said the minutes provided a full account of the business conducted at the meeting on 28th June, a significant proportion of which had been spent discussing the budget. Although the Committee membership was small in number there had been high quality and robust discussion aided by NC who dialled-in to the meeting. In the context of the budget members had discussed the accounting treatment of assets and received assurance that the SLT had subjected the budget to a high level of scrutiny and taken ownership of it. Turning to learner numbers JM explained the Committee had looked at anticipated and worst case scenario figures which it tested and concluded could be coped with albeit the College would not expect to face that situation. Summing up, JM said the Committee's approach had been prudent and cautious.

<p>The Committee had also considered the matter of the HS2 Limited loan repayments and had agreed to recommend to the Board the repayment of £1.37million. After a short discussion the Board agreed unanimously to make the repayment (ACT55).</p> <p>JM recommended that in future such decisions should be a matter for delegation to the Committee. It was agreed the Scheme of Delegation should be amended to delegate decisions about loan repayments to Finance & Resources Committee (ACT56).</p> <p>(iv) <u>Quality & Standards</u> – In the absence of the Committee Chair, JB outlined the progress being made with the curriculum that had been reported to the Committee. One matter of discussion related to the decision by the Institution of Chartered Engineers (“ICE”) not to accredit the College whereas all other relevant professional bodies had done so. It appeared the problem emanated from the fact ICE does not have a Level 4 programme to which the College’s qualification can be mapped. CM confirmed work is in hand to enable the College to be accredited and noted how important it was to enable employers to understand the College’s qualifications are for them. CM said she would brief TM about ICE and professional accreditation (ACT57) which TM said was a matter that must be sorted out.</p> <p>JB proceeded to run through the other matters discussed by the Committee including Trailblazers and maximising opportunities with good progress reported. In addition there had been discussion about provision maps and quality, a report on events and a reassuring update on learner numbers with the emphasis of the meeting being ICE accreditation and readiness for opening in September 2017.</p> <p>AS referred to the matter of achieving broader access to industry contacts and how this will be facilitated by the Industry Advisory Panel that will work alongside the Committee. CM said the Panel’s terms of reference and membership was being scoped and reported that Philip Hoare of Atkins had agreed to be its Chair and also offered his services to teach.</p>	<p>MO</p> <p>SBS</p> <p>CM</p>	<p>asap</p> <p>10.10.17</p> <p>asap</p>
<p>10. Recruitment of the successor Chair to Sir Terry Morgan</p> <p>AS told members that the Search & Governance Committee had met prior to the Board meeting to shortlist applicants following the search exercise being conducted by Hays. This had resulted in agreement that three candidates, all with rail experience, would be</p>		

<p>interviewed by a panel comprising members of the Committee on 6th September 2017. FML, who will also sit on the panel, reported that all the senior figures who had been approached about the opportunity had all wished the College well even if they were not going to apply themselves.</p>		
<p>11. Budget 2017/18 and Forecast 2018/19 & 2019/20 (Paper 9)</p> <p>MO introduced the paper and drew attention to the risks and uncertainties that were recognised around the budget and in respect of which mitigating actions are being worked on. He also highlighted the extension of the cash flow forecast at the request of the Audit Committee from 3 to 5 years in order to show the receipt of the final 20% payment from apprenticeships that would otherwise not be shown as the payments will be received outside the 3 year period.</p> <p>TM commented that the cash position looked awful. NC recommended a standby facility should be made available. Questioned about what had changed since the original position and the impact this had made, CM confirmed the first version had not factored in the 20% payment that meant for an apprentice completing in the first three years the College would not receive the final 20% payment until three months later. TM suggested the Budget could be re-profiled without taking out the 20% payments. It was noted that would enable their impact to be used in discussions about adjusting the terms of the DfE loan.</p> <p>In this context MO noted the FE Commissioner had drawn attention to the availability of funding from the Department for Education (“DfE”) to underpin this position. FML said the FE Commissioner had left the door open for the College to apply for funding, if required, and that he would not have included that in his report without the position having been first checked. TM asked for the potential for seed funding from the DfE to be investigated and for that to be added to the list of Potential Cash Based Mitigations at page 16 of the Budget paper (ACT58).</p> <p>Members formally recorded their concerns about the cash flow and recommended a standby facility should be arranged. Following a recommendation from the Finance & Resources Committee, which had also noted those points, the Board approved the Budget.</p>	<p>MO</p>	<p>asap</p>
<p>12. College opening – Readiness – Learner numbers (Paper 10) and Project Plan and Risk (Paper 11)</p> <p>Members were informed that a prioritised list had been prepared of requirements in preparation for the September 2017 opening and that the College had what it needs. With more Specialist Kit & Equipment required for September 2018 CM offered to prepare a</p>		

<p>list of the items and supply a copy to JC so he could check there are no omissions in terms of HS2 Limited's requirements (ACT59).</p> <p>NB presented the paper about learner numbers and informed members that learner commitments for the academic year 2017/18 stood at 88, with an additional 27 starts being formalised totaling 115 learners. A further 26 HS2 apprentices will be added to this number as the contract announcements postdated the paper. It was also noted that the Network Rail Digital Team will be coming to the College to talk about programmes and that Assessment Days to screen applicants for all programmes were being held on 25th July in Doncaster and 2nd August in Birmingham for the September 2017 and January 2018 intakes. Further opportunities for the College to take forward included ensuring its readiness for participation in clearings made possible via the collaboration with SHU.</p>	<p>CM</p>	<p>asap</p>
<p>JM said she felt it was an important reputational issue that Board members led by example and enquired whether all companies represented on the Board and main works contractors would be sending learners to the College. CM reported on the active conversations in progress whilst noting one company (Arup) had its own programme citing the ICE issue as a reason. TM said he would escalate that matter and asked for JC to assist in the process of engagement with all companies who have officers sitting on the College Board and the main works contractors to ensure they all send learners to the College (ACT60).</p>	<p>TM/ CM & JC</p>	<p>asap</p>
<p>Attention turned to the project plan which reported to be overall on track and budget. With 47 days to opening JH told members about the implementation of a 60/40/20 day governance programme. He proceeded to run through the pressure points highlighting the recruitment of teaching resource as a risk. Whilst recruitment was now moving forward a track teaching resource was still sought which it was recognised may need to come from industry or universities. NB confirmed an interim appointee has been engaged who is writing the track content currently. NC asked what else was being done to mitigate the risk. JH said the pledges were being reviewed and NB reiterated the need for members to assist by providing contacts. JB said that Birmingham University would be able to offer assistance on the teaching side. FML emphasised the critical element of the plan is to have a two-way street between the College and industry in order to keep the curriculum relevant. CM agreed, noting the preference for a hybrid model combining permanent and short term staff with interim solutions. CG enquired about the commitments made and the gaps which NB said were currently in civils, systems and track. CM noted that there would be no requirement for specialist track until January 2018 in any event. CG confirmed his organisation (Rhomberg Sersa) will be contributing to the mix as part of its live Leadership Pledge.</p>		

<p>JH reported there was strong traction in the preparation of learner materials. Consequently, the risk ratings applied to both the recruitment of teaching resource and preparation of learner materials had been downgraded to Amber. The risk rating in relation to the acquisition of Specialist Kit & Equipment remained Red pending completion of the legal agreements. It was noted that whilst some was required on Day 1 other equipment will not be required until later. JH confirmed that other key requirements for opening were on track including the IT infrastructure build, the mobilisation of Audio Visual and Digital Wayfinding technology and the appointment of the catering supplier. He reported the massive focus in the team in order to ensure everything was in place for opening on 27th September 2017 noting there would be more to do afterwards in order to ensure readiness for the January 2018 learner intakes.</p> <p>Members acknowledged the huge amount of work being done. JM also took the opportunity to mention that the College had won its first award – the Yorkshire and Humber Digital Construction Award - for the Doncaster building.</p>		
<p>13.Away Day</p> <p>CM reminded members that the next Corporation Board meeting would be part of the Board Away Day to be held in conjunction with the Birmingham campus launch on 10th October 2017. The agenda was currently being put together with members invited to let CM or SBS know if they required any particular matters to be included. The event will also provide an opportunity to celebrate TM's work on behalf of the College with a dinner in Birmingham at the end of the launch day. TM said this would provide an opportunity to invite leaders of industry to the College and asked for the number of invitations to the dinner to be extended to enable that to happen (ACT61).</p> <p>CM confirmed the Away Day on 11th October will run from 9.00am to 4.00pm.</p>	<p>CM</p>	<p>asap</p>
<p>14. CONSENT AGENDA</p> <p>This new section had been included on the agenda to streamline decision making where matters had been the subject of prior scrutiny by a Board Committee. The following items were considered on that basis and the decisions that were recommended were agreed as follows:</p> <p>14.1 Appointment of Internal Auditors (Paper 12) – Subject to the correction of a typographical error in the paper (where in the details of firms shortlisted reference to KPMG</p>		

<p>should have been to PWC) the appointment of ICCA as Internal Auditors was agreed.</p> <p>14.2 Internal Audit Plan 2017/18 and Internal Audit Strategy 2017/18 – 2019/20 (Paper 13) – With the benefit of a detailed review conducted by the Chair of the Audit Committee, the Board approved the Plan and Strategy.</p> <p>14.3 Instrument and Articles of Government (Paper 14) – On the recommendation of the Search & Governance Committee, the Board approved the Instrument and Articles of Government with immediate effect.</p> <p>14.4 Standing Orders (Paper 15) - On the recommendation of the Search & Governance Committee, the Board approved the Standing Orders with immediate effect.</p> <p>14.5 Scheme of Delegation (Paper 16) – On the recommendation of the Search & Governance Committee, the Board approved the Scheme of Delegation with immediate effect.</p> <p>14.6 Adoption of the Code of Good Governance for English Colleges (Paper 17) - On the recommendation of the Search & Governance Committee, the Board agreed to adopt the Code with immediate effect.</p> <p>14.7 Audit Committee Terms of Reference (Paper 18) – On the recommendation of the Audit Committee, the Board approved the amended Terms of Reference with immediate effect.</p> <p>14.8 Finance & Resources Committee Terms of Reference (Paper 19) – On the recommendation of the Finance & Resources Committee, the Board approved the amended Terms of Reference with immediate effect.</p> <p>14.9 Quality & Standards Committee Terms of Reference (Paper 20) – On the recommendation of the Quality & Standards Committee, the Board approved the amended Terms of Reference with immediate effect.</p> <p>14.10 Search & Governance Committee Terms of Reference (Paper 21) – On the recommendation of the Search & Governance Committee, the Board approved the amended Terms of Reference with immediate effect.</p> <p>14.11 Remuneration Committee Terms of Reference (Paper 22) – On the recommendation of the Search & Governance Committee, the Board approved the amended Terms of Reference for the Remuneration with immediate effect.</p> <p>14.12 Tuition Fee Policy (Paper 23) – On the recommendation of the Finance & Resources Committee, the Board approved the Policy with immediate effect.</p> <p>14.13 Anti-bribery Policy (Paper 24) - On the recommendation of the Finance & Resources Committee, the Board approved the Policy with immediate effect and noted its application to Board members.</p> <p>14.14 Gifts and hospitality Policy (Paper 25) – On the recommendation of the Finance & Resources Committee,</p>		
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<p>the Board approved the Policy with immediate effect and, again, noted its application to Board members.</p> <p>14.15 Corporation & Committee Meeting dates 2017-18 (Paper 26) – The Board agreed the proposed dates for Corporation Board and Committee meetings.</p> <p>14.16 The National College for High Speed Rail Limited (Paper 27) – The Update and the new Director appointments were noted.</p> <p>14.17 FE Commissioner’s Report (Paper 28) – The Report, following the recent visit from the FE Commissioner (“FEC”) that had previously been circulated to members, was formally received by the Board.</p> <p>A discussion followed about the visit which it was observed had been a positive one during which the FEC had commented that the College’s business model could be broadened and had opportunities for diversity and growth. CM told members that the FEC is to visit all five National Colleges and will give feedback as a National College collective afterwards. A round table event for all National Colleges is being run by the DfE at which CM will be a speaker. The items for consideration will include performance and quality measures. TM cautioned members about the need for the College to ensure its brand is not adversely impacted. For JC’s benefit he outlined the genesis of the National Colleges and the subsequent emergence of Institutes of Technology (“IoT”). At this point FML declared an interest as a member of the IoT selection panel remaining in the meeting but taking no part in the discussion on that subject. JM noted the opportunity for an integrated approach with the IoTs and the National Colleges and noted the commitment in the Yorkshire devolution deal to establish an IoT in a business led bid with Barnsley College, itself an Ofsted Outstanding college.</p> <p>SA asked CM whether she and the College’s Senior Leadership Team are shaping and informing “T” levels. CM confirmed she was already in conversation with the person leading on their development.</p>		
<p>15. Any other business</p> <p>(i) HS2 Loan repayment – the repayment of £1.37million out of the total loan amount of £4million had been agreed in the course of the discussions under item 9(iii)(ACT55) recorded above. MO confirmed the loan had been factored into the cash flow and noted HS2 Limited had agreed it would not call in the remaining loan if to do so would put the College into a difficult financial position.</p> <p>(ii) Re-appointment of RSM as External Auditors – On the recommendation of the Audit Committee the re-appointment of RSM as External Auditors was agreed.</p>		

<p>(iii) Audit Committee membership – The Board noted the exercise of the power vested in the Corporation Chair by Paragraph 2.8 of the Audit Committee’s Terms of Reference to appoint Colin Stewart as a temporary member of that Committee for its meeting on 23rd June 2017 to ensure quoracy. It was agreed this membership would continue on a temporary basis pending the recruitment of new Committee members.</p> <p>(iv) One to One calls with the Chair of the Search & Governance Committee – AS reminded members about the need for their participation in the self-assessment that will require them to respond to four questions that SBS will circulate in advance of the calls.</p>		
<p>16. Calendar of Events (Paper 29)</p> <p>NC requested the issue of invitations to events so they go into members’ calendars.</p> <p>A discussion took place about the availability of the Secretaries of State for Education and Transport who had both accepted invitations to the College openings. As it had subsequently emerged that both may attend the Doncaster opening CM said conversations were taking place to see if one is able to attend the Birmingham opening instead.</p>		
<p>17. Date and time of next meeting</p> <p>Tuesday 10th October 2017 in the late afternoon (time to be confirmed) prior to the Away Day on Wednesday 11th October 2017, and Wednesday 14th December 2017 09.00 – 12.00 at NCHSR, Birmingham, including pre-meeting training from 09.00-10.00.</p> <p>In addition TM suggested guided tours should be arranged in early September for members to view the College buildings and receive further assurance about readiness for opening to learners (ACT62).</p>	<p>CM</p>	<p>asap</p>

The meeting ended at 11.50am.

Signed

Date