

EALING, HAMMERSMITH AND WEST LONDON COLLEGE FE CORPORATION MEETING

Date	23 July 2020	Time	18.00
Venue	Meeting held remotely due to COVID-19 ('Google' Meet)		
Chair	Ian Comfort		

Present: Ian Comfort; Karen Redhead; Callum Anderson; Becky Caldwell; Peter Chapman; Philip Kerle; Roslyn O'Garro; Yvonne Johnson; Matthew McMahon; Shawez Mir; David Paine; Christopher Saul; Maria Vetrone

In attendance: Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum & Quality (DPC&Q)); David Warnes (Deputy Principal Business Development and Marketing (DPBDM)); Sara Woodward (Assistant Principal Quality and Student Services (APQ&SS)); David Round (Clerk and Director of Governance); Abs Malik (ESFA observer); Ra Hamilton-Burns (Governance Advisor)

No	Minute
1.	<p>Apologies for absence and other matters</p> <p>Kairah Lewis-Rowe and Luis Miguel Andrade Veiga had sent apologies. Ian Comfort expressed concern that the two student governors have not been able to attend Board meetings since lockdown had commenced. Roslyn O'Garro explained that they both have limited access to data and Wi-Fi at home. The Board asked the senior team to investigate provision of a portable Wi-Fi device for student or other members to enable access to the meeting. (ACTION: AN) Sara Woodward reminded members that the College is looking to run an election process for new student governors as soon as possible in preparation for the October 2020 meeting. Ian Comfort recorded the thanks of the Board to the two student governors as this would have been their last meeting.</p> <p>The meeting began at 18.10.</p>
2.	<p>Declarations of Interest</p> <p>Matthew McMahon declared that his wife is a senior manager at BDO LLP¹.</p> <p>Yvonne Johnson declared that she is a councillor at Ealing Borough Council.</p>
	<p>Minutes of the meeting of the Corporation held on:</p> <p>i) 21 May 2020</p> <p>AGREED: THE BOARD AGREED THAT THE MINUTES OF THE MEETING HELD ON 21 MAY 2020 WERE A TRUE AND ACCURATE RECORD.</p> <p>ii) 18 June 2020</p> <p>AGREED: THE BOARD AGREED THAT THE MINUTES OF THE MEETING HELD ON 18 JUNE 2020 WERE A TRUE AND ACCURATE RECORD.</p>
3.	<p>Matters arising</p>

¹ <https://www.bdo.co.uk/en-gb/home>

Peter Chapman and Abs Malik joined the meeting at 18.15

21 May matters

Item 6.7 David Round explained that there is a question about the additional loan which had been reduced. Anil Nagpal explained that there was up to £1.5m that the College could withdraw but the ESFA removed two items which reduced the final figure to £0.6m. David Round added that he had discussed this with the legal team and the DfE has not ruled out drawdown of the £0.9m but this did not concur with Anil Nagpal's understanding as he believed the funding opportunity ended in March 2020.

18 June matters

Item 6 - The legal agreements were executed under seal and wet ink signatures were applied by the Chair and Vice Chair on 19 June 2020. Anil Nagpal thanked DR for his considerable efforts in getting this matter concluded.

4. Strategic reports

5.1 CEO's report including Covid-19 update

Karen Redhead had circulated her report with the following highlights:

- FE Commissioner intervention has been paused since lockdown. The date of the next stocktake visit had yet to be confirmed but it is likely to be the third week in September
- FEC Principals' reference group – Karen Redhead has met the Minister for Apprenticeship and Skills virtually to help to shape the DfE response to Covid-19 which includes several new programmes
- The ESFA Case conference had taken place the following day after the paper was issued. There had been no PMO representative, but it was attended by Abs Malik, Ian Paxton and two representatives from FE Commissioner's team – Frances Wadsworth and Bob Smith. The meeting had been extremely positive and there was nothing specific to report.

Enrolment:

- has not moved a great deal due to Covid-19 but the College continues to work hard to recruit students for the new academic year.
- Retention will be a significant focus next year
- The College is responding to a plethora of funding opportunities

Governors asked for the current applications position against the same time last year. David Warnes explained that the College is down on applications by circa 900 students. This was offset by an increase in the number of offers made.

Covid -19 update

- Phase one has gone very well and any feedback was acted upon to improve phase two
- Two significant changes to guidelines have been made for phase two
 - There is an expectation for all learners to return in September 2020. This would not be possible whilst properly observing social distancing so James Taylor is working

on staggered timetables which would mean learners typically experiencing 50% face-to-face and 50% remote learning. The College is investigating 'curriculum bubbles' for learners.

- The Government has withdrawn the shielding requirement. The College is trialling a remote working arrangement for staff during the autumn term. This would assist the College with social distancing and will be kept under review.

White paper for FE² – Karen Redhead said there had been considerable press speculation about Colleges being taken back under state control but it is considered to be unlikely. There are many reasons to feel positive about the future of FE Colleges as there is now recognition in Government that the sector is strategically important to the future of education and skills and the economy.

Dame Mary Ney review of financial oversight in colleges - this had been commissioned in response to two colleges going into educational insolvency. It was commissioned last year, concluded in October 2019, and was published on 15 July 2020. It contains many references to governance and Karen Redhead commended the report to the governors.

Governors asked if there are agreed metrics against which a Board can measure its performance and ensure that members are discharging their duties. David Round reminded the Board that the College has a governance improvement plan using the AoC code of Good Governance³ standard against which to map the Board's performance. The most recent report has no reds but still contains nine amber items which are being addressed. He reminded the Board that out of 31 actions in this improvement plan, 22 are now green flagged. The FEC stocktake report from March 2020 concluded that the College governance is performing well. Against Dame Mary Ney's report the College is performing well and in terms of the audit recommendations is fully compliant. The College will be undertaking a governance self-assessment review during July 2020 to include a questionnaire and the end of committee and board meeting evaluations. The comments included would be fed into the governance improvement plan.

AGREED: The Board agreed to:

- **Receive the update on the FE Commissioner intervention and note the continuation of positive progress**
- **Receive the update on ESFA intervention and note how the legal charge work and IBR are progressing**
- **Receive the update on enrolment and funding performance**
- **Receive the Covid-19 update, and note the actions taken and the risks and challenges the College still faces**
- **Note the update on Government matters, including the forthcoming White Paper for FE and Dame Ney's review of financial oversight.**

² <https://www.tes.com/news/williamson-fe-white-paper-could-be-revolutionary>

³ <https://www.aoc.co.uk/sites/default/files/Code%20of%20Good%20Governance%20-%20May%202019.pdf>

<p>5.2</p>	<p>College operational plan tracker report</p> <p>Karen Redhead reminded governors that this was the final report of the operational plan for 2019/20. There is a time lag on the report and next year's plan is being finalised. The impact of Covid-19 has delayed some actions until next year or there are others which will not be pursued.</p> <ul style="list-style-type: none"> • 60% of all actions were completed at green or green amber • The position has improved to 40% of actions being Green against 16.5% in May 2020 • Four items in the 'all action' category have been reassessed as red and show a frustrating lack of progress in HE provision. It is expected that James Taylor will drive significant improvement in this area. • The operational plan and risk register are now closely aligned <p>Governors asked how the HE matters will be addressed as they appeared to be straightforward. Karen Redhead explained that there had been a lack of overarching strategic vision for higher education at the College, but James Taylor is now addressing this. The Draft HE strategy paper prepared for management was not considered to be of the appropriate quality for submission to the Committee. The senior team is working with the staff as there is a risk to the College caused by the delay in addressing these issues. She said that the situation led to the College coming perilously close to losing the HE provision. Yvonne Johnson said that the Curriculum committee has discussed this matter and the numbers of students are very low, but they will monitor the situation. Roslyn O'Garro said on a positive note, the College has been contacted by other universities , but matters have been delayed by Covid 19.</p> <p>AGREED: the Board:</p> <ul style="list-style-type: none"> • Received and noted progress on the College's operational plan • Noted the recently revised RAG ratings on the Operational Plan Progress Trackers.
<p>5.3</p>	<p>Students' matters – deferred</p> <p>Ian Comfort asked for an update on the recruitment process for new student governors for the next academic year. Sara Woodward explained that the College has a new Head of Student Services and that there will be a full student services team from September 2020. There is a strategy to identify student governors early in the Autumn term, she is confident that they will be in place to attend the first Board meeting.</p>
<p>5.4</p>	<p>KPI dashboard – progress update.</p> <p>This item was deferred.</p>
<p>5.5</p>	<p>Finance reports</p> <p>i) Management accounts May 2020</p> <p>Anil Nagpal reported that there was a slight movement and the College is forecasting a deficit of just over £4m that includes pension costs. Impact of Covid 19 is included at a net impact of £0.5m.</p> <p>KPIs</p>

- Cash position is good – circa £7m at end of year.
- Days in hand likely to be higher than forecast
- Borrowing has gone up slightly due to decline in income

Maria Vetrone said the financial performance is looking good and the metrics are positive. She commented however that 0.85 current ratio is looking low as it is under the recommended 1% which is a concern for solvency. She suggested that the issue for the current ratio must be due to borrowing and asked if there is a strategy to address this situation. Anil Nagpal responded that the strategy is to preserve cash and the position has strengthened significantly in the last twelve months. In terms of liabilities there is a strategy to manage the situation and he reminded the Board that unwinding creditor stretch had created a short-term pressure. There are a couple of large creditors of which two equate to £1.5m that are having an impact.

It was pointed that out the volume of debt has grown significantly because of the decision by the ESFA/PMO to convert the emergency funding from a 'grant' to an interest-bearing loan.

Ian Comfort asked if there is a risk that if the ratio drops below one, the College is not a going concern. Maria Vetrone advised that it is possible that the Auditor may take this view, particularly considering the recent change of reporting in the annual statements which brings the going concern issue to prominence. Anil Nagpal said that this will be robustly interrogated during the preparations for the annual statements and there are mitigations in place. He reminded governors that the College is in a better position than others in the sector as they have been addressing issues for over 18 months. In terms of solvency, the College is preserving its cash balances through grants from ESFA and disposals.

Ian Comfort asked Anil Nagpal if he had any concerns that the College may not be a going concern. Anil Nagpal responded that he considers that the current ratio target of 2.6 is misleading as the grant was converted to a loan which made it impossible. Maria Vetrone added that the target current ratio for the sector was set prior to the Covid-19 pandemic at 1.0. She reminded the Board that all the other metrics are very positive and only the ratio is of concern.

ACTION: The FGP Committee will monitor this situation.

Members asked if the actuarial valuations which treat the College poorly would lead to an increase in pensions and, if this happened and the College was unable to convince them to accept security to reduce the pensions contributions, that this might be an issue. Anil Nagpal informed members that, in discussions with the Local Pensions Fund Authority, the College has instructed Mills Reeve to act on the College's behalf and will now engage with lawyers representing the DfE and Barclays. Governors asked if the outturn might be improved if this application was successful. Anil Nagpal explained that, whilst this would be the case, the effects are likely to be realised in the medium to long term. This had been discussed with the PMO and at the recent case conference. Abs Malik said that the ESFA has taken this away

	<p>as an action and he will follow this up as they recognise that this is potentially extremely helpful to the College and they would want to support such a move.</p> <p>AGREED: The Board noted the management accounts for May 2020.</p> <p>ii) Confirmation of going concern The Board has discussed the going concern matter in a full and frank manner and has resolved that the College is currently still a going concern.</p>
<p>5.6</p>	<p>Independent Business review update Anil Nagpal reminded members that BDO had been engaged to carry out the IBR by the DfE. Initially, the College focused on the estates matters of the IBR and once the IFMC was concluded, the financial IBR matters had become the focus. This work has been delayed by Covid-19 and further requests for information. The financial section has 29 items to provide, some of which are straightforward, but others are more detailed and require work during the summer months. The Finance Team will continue to work with BDO to progress this.</p> <p>Governors asked when the final report is expected. AN said that currently the focus is on providing the information and the College will share any report when its available.</p>
<p>5.7</p>	<p>Staffing</p> <p>i) Agency staffing arrangements – option appraisal ii) Renaming of College company and other arrangements</p> <p>Anil Nagpal explained that the College currently has a contact with <i>Reed</i>, and also utilises a number of other agencies to provide agency staff to the College. The College has taken the opportunity of the end of its current contract with <i>Reed</i> to review options on the provision of its agency staff.</p> <p>The College currently spends up to £3m on agency staff with a number of agencies which charge the College different rates with differing levels of service. This process is difficult to manage with the number of agencies used. In view of these, four options have been considered and are listed below.</p> <ol style="list-style-type: none"> 1. Remain with current arrangements/model; 2. Go to market to re-tender; 3. Manage the provision of agency staff in-house; or 4. Manage the provision of agency staff through a College subsidiary <p>Governors received an options appraisal report. The preferred option was option 4 with the College contracting with <i>Protocol</i>, who are specialists in this area in the further education sector. Given the level of expenditure, this will result in significant savings, of c.£250k per annum at least, and will also lead to improved quality and a bespoke service which better meets the College’s agency staff requirements. In addition to these projected savings, there are further financial and non-financial benefits which will crystallise.</p>

Roslyn O'Garro asked what the role of Protocol is if the College is setting up its own agency bank. Anil Nagpal explained that the hiring of the staff will come through the College's own subsidiary and Protocol will support the college in doing this.

Maria Vetrone asked why the College doesn't manage the service themselves as at her college they don't use an agency. Karen Redhead explained that the agency staff are mainly learning support assistants as the College has a considerable high needs offer. In the longer term the College prefers to move a proportion of interim staff to permanent. There had been benefits to staying with the agency as they retained responsibility to provide staff to cover sickness and to find replacements where there was in-year turnover. The College has attempted to shift the balance from temporary to substantive staff. One of the benefits for this model will allow the College to 'try' the model but supported by Protocol.

Governors asked if there are no other suppliers to consider other than Protocol as they have a reputation for being expensive. Karen Redhead responded that Protocol is the only agency that run this model. Anil Nagpal explained that the College has spoken to other colleges using this model who gave positive feedback and the College has negotiated an extremely competitive rate.

Governors asked if there are sufficient governance arrangements for the subsidiary in place and if the risks about employment of staff have been addressed. Anil Nagpal said there is still work to do on the governance arrangements but he has experience in working in group structures. He is well-versed in being an officer for the subsidiaries and he will put in place the appropriate, regular meetings. The company is a wholly owned subsidiary. The College added that he had discussed the articles of association with Anil Nagpal and he expected that it would be usual to have one or more members of the Board but reminded colleagues that it is important to maintain the independence of the subsidiary company..

Ian Comfort reminded colleagues that the Board should approve the articles and appoint the members of this subsidiary Board. Karen Redhead confirmed that she is a director of the company as she inherited this when she joined the College. David Round added that the Board is being asked to approve the concept in principle and authorise further work to take place.

It was agreed that the senior team will:

- Review of the articles and governance arrangements
- Receive assurances that there are appropriate inter-company/College arrangements and contractual agreements in place that have been subject to careful and if necessary, external review including approve a service agreement with the subsidiary.
- Create a specific entry for the subsidy on the College risk register
- Prepare a draft business plan.

	<p>The College should take legal advice if necessary.</p> <p>RESOLVED: THE BOARD APPROVED THE PROPOSAL IN PRINCIPLE SUBJECT TO MORE DETAIL ON THE GOVERNANCE STRUCTURES BEING PRESENTED.</p>
6	<p>Compliance matters for approval</p>
6.1	<p>Budget and Financial forecasts</p> <p>i) Budget 2020/21 RESOLVED: The Board agreed the budget for 2020/21</p> <p>ii) Integrated Financial model for Colleges (IFMC) including two year forecast and financial health status This matter had been extensively discussed at the Finance and General Purposes Committee at its meeting on 13 July 2020 and the Committee recommended that the updated IFMC be approved.</p> <p>Resolved: The Board resolved to approve the updated IFMC for 2019/20 and 2020/21.</p> <p>iii) Covid-19 return ESFA standard cashflow</p> <p>iv) Covid-19 return ESFA Financial health calculator Anil Nagpal presented this discrete report and the two reports have two commentaries as they throw up different ratios.</p> <p>RESOLVED – The Board resolved to approve both the Covid-19 returns on standard cashflow and financial health calculator to the ESFA.</p> <p>Governors reiterated that these reports demonstrate the current ratio dropping down to 0.6 and Anil Nagpal agreed to monitor this. (ACTION: AN)</p>
6.2	<p>Pay review</p> <p>This matter had been reviewed and discussed at the Finance and General Purposes Committee at its meeting on 13 July 2020 extensively and the Committee reluctantly recommended a nil pay award.</p> <p>Ian Comfort expressed concern about the impact on the morale of staff and the competitive position of the College to be able to recruit quality staff. Karen Redhead had contacted the AoC London office to request further information but salary benchmarking is not available, other than for senior postholders</p> <p>The College has a low turnover in staff but has had difficulty recruiting to senior posts. Governors commented that staff may consider that they are being unjustly treated when their colleagues in schools are receiving pay awards. These awards were directly funded by</p>

	<p>government. The CEO acknowledged that this is a big issue as colleges have to compete with schools in order to employ good quality teachers. KR reminded governors the unions are aware that the three-year recovery plan did not include a pay award but understandably they continue to lobby for one.</p> <p>Governors asked how the ESFA would view a pay award and Abs Malik said that it is likely that the PMO would have concerns given the emergency funding and affordability should the College decide to make an award, particularly in light of concerns of solvency. Ian Comfort pointed out the inconsistency between incorporated colleges and incorporated academies. Abs Malik said that he recognised the unlevel playing field. Anil Nagpal said that he was making the recommendation in light of the College’s financial position as despite the significant improvements there is still an affordability issue. Governors asked how this will be communicated and asked that it emphasises the Board is extremely grateful for the work that is being done and how much staff are valued. Governors suggested a joint letter from Board and management expressing these sentiments.</p> <p>ACTION: Karen Redhead and Ian Comfort to draft a joint letter of thanks to staff.</p> <p>The College has worked collaboratively with TU representatives to seek no, or low cost, benefits. Karen Redhead said that a pay award would be a high priority if any extra funding became available.</p> <p>Governors asked if any plans are being made to replace celebratory events that had been cancelled due to C19. Karen Redhead confirmed that this will be picked up within the staff forum and with the new Head of HR.</p> <p>RESOLVED: The Board that no pay award be made in 2020/21.</p>
<p>6.3</p>	<p>Internal Audit plan</p> <p>The Audit Committee recommended this internal audit plan presented by Mazars and reviewed by the senior team to the Board and had reviewed it at its meeting on 7 July 2020.</p> <p>RESOLVED: The Corporation agreed the internal audit plan 2020/21</p>
<p>6.4</p>	<p>Policy for subcontracting delivery 2021 and list of agreed subcontractors</p> <p>This item had been discussed and approval recommended by the Finance and General Purposes Committee at its meeting of 13 July 2020.</p> <p>RESOLVED: The Board approved the Policy for delivery of subcontracting</p> <p>RESOLVED: The Board agreed the list of seven subcontractors</p>
<p>6.5</p>	<p>Tuition fees policy including Higher Education</p> <p>Approval of this policy was recommended by the Finance and General Purposes Committee which had reviewed and discussed it at the meeting of 13 July 2020.</p>

	RESOLVED: The Board agreed the Tuition fees policy.
6.6	<p>Settlement payments Anil Nagpal presented a paper which noted that there had been no settlement payments since the last report.</p>
6.7	<p>Policies for approval Each of the policies had been recommended by either the Finance and General Purposes Committee or Audit Committee at their meetings in July 2020.</p> <ul style="list-style-type: none"> i) Risk management Policy RESOLVED: That the Corporation approves the risk management policy ii) Anti-bribery, corruption and fraud policy RESOLVED: That the Corporation approves the anti-bribery, corruption and fraud policy iii) Financial regulations RESOLVED: That the Corporation approves the financial regulations iv) GDPR policy RESOLVED: That the Corporation agrees the GDPR policy
7	Other matters
7.1	<p>Quality Improvement Plan (QIP) Sara Woodward offered an update on the QIP and explained that the College is looking at priorities for next year. Whilst Covid 19 clearly had an impact, the College has implemented an online and remote training programme for staff based on a skills audit. Sara Woodward and James Taylor have undertaken this themselves. There is a raft of policies and procedures to support the blended learning planned for 2021. There were many actions last year but next year these will be focussed down to quality delivery to ensure that learners have a high-quality experience both in person or online delivery.</p> <p>RESOLVED: The Board notes the QIP Plan 2019/20 and the strategies taken to mitigate College closure due to Covid-19</p>
7.2	<p>Safeguarding and Prevent report Sara Woodward presented the safeguarding and prevent report. She welcomed the internal audit of this area and suggested that this should be done annually. Prior to Covid the College had invested in a new campus-based model with a dedicated DSL team. The upskilling of College staff prior to lockdown had helped with capacity and the team spent their time tracking and monitoring vulnerable learners. The team identified those who had been identified as having particular needs and focus was placed on contacting these.</p>

	<p>The College team will continue to liaise with agencies during the summer break, there will be a significant focus on online safety and from the perspective of professional standards and guidelines around how staff present themselves online.</p> <p>There has been another focus on mental health, and this will continue during the summer break. There are also good relationships with NHS Hammersmith and Fulham who have provided a clinical psychologist to support learners to deal with change and challenge. Sara Woodward thanked Maria Vetrone for the recommendation to My Concern⁴ safeguarding software which the College will introduce as a new service for next term</p> <p>RESOLVED: The Board notes the Safeguarding and Prevent report.</p> <p>The Board thanked Sara Woodward for the report and for her hard work.</p>
8	Reports from Committees
8.1	<p>Finance and General Purposes Committee – 14 July minutes</p> <p>Philip Kerle referred the Board to the minutes of the FGP meeting on 14 July. All matters for recommendation had already been covered elsewhere on the agenda save for the recommendation of the Capital Expenditure programme which had been discussed in detail. The Board thanked him and agreed to approve the Capital Expenditure programme.</p> <p>RESOLVED: The Board agreed to approve the draft Capital Expenditure Programme detailing the maximum level of capital expenditure in each of the years shown in the attached report.</p>
8.2	<p>Curriculum, Quality and Performance Committee – 4 June minutes</p> <p>The Board noted the minutes.</p>
8.3	<p>Audit Committee – 7 July minutes</p> <p>Maria Vetrone drew the attention of the Board to the request made by the Audit Committee to Mazars that they provide a report mapping the outcomes of their audit to the College’s internal audit for a payroll irregularity. This had not been received and the Audit Committee found the response lacking in rigour. It had been explained that the Committee has a lack of confidence in the assurances of Mazars and they had asked for this report urgently. AN said that he had no response to date, but he had shared the internal report with Mazars immediately after the meeting. It was agreed that this matter will be escalated if no satisfactory response is received.</p> <p>ACTION: Anil Nagpal to contact Mazars to express the concern of the Board at the lack of response to the urgent request for a report on the payroll irregularity.</p> <p>The Board noted the minutes.</p>

⁴ <https://www.myconcern.education/Account/Login?ReturnUrl=%2f>

9	Governance matters
9.1	<p>Corporation standing orders, cycle of business and terms of reference for Corporation Committees</p> <p>David Round reported that each Committee had reviewed its terms of reference and cycle of business for 2020/21 and had recommended to accept them.</p> <p>RESOLVED: The Corporation resolved to agree the standing orders, cycle of business and terms of reference for corporation committees as recommended for 2020/21</p> <p>Decision on Corporation and Committee meetings protocol for September – December 2020</p> <p>David Round asked members to consider whether the Board wishes to continue with online meetings or revert to physical meetings. There was discussion about the benefits and issues around both options. Some members expressed a wish to revert to physical meetings where possible. This will be kept under review.</p> <p>Ra Hamilton-Burns reminded members that in the cycle of business, the summer meeting would normally be the time to elect a Chair and Vice Chair but that the current incumbents had been elected in March 2018 so have not reached the end of their terms of office. Therefore, the elections will be in March 2021. She also noted that several members will reach the end of their current terms in the coming months. David Round asked them to consider if they would like to stand again and to let him know for succession planning purposes. Ian Comfort said that he is happy to continue to support the College and encouraged other members to consider doing the same.</p> <p>Roslyn O’Garro reminded the Board of the current focus on the Black Lives Matter movement and requested that the Board should be looking at what the college is doing in terms of equality and diversity. Ian Comfort agreed that a review would be timely and asked that this be included on the agenda for the next Board meeting. David Round has prepared an email for the Board on this topic inviting volunteers to be the equality and diversity governor.</p> <p>It is noted that the equality and diversity annual report is scheduled as an item on the first Board agenda of the autumn term where this matter can be further discussed.</p>
10	<p>Any other business</p> <p>There was no further business.</p>
11	<p>MEETING EVALUATION</p> <p>Members commented that it was a good meeting with useful discussions. One member expressed that he does not like online meetings and finds them less effective. Another commented that an online meeting of two hours without a break was not ideal. Roslyn O’Garro</p>

	<p>commented that the papers were too long but that it had been a very productive meeting. Members commented that it had been managed very well and extremely well chaired.</p> <p>Karen Redhead commented that she had welcomed the good discussions which were thought provoking and offered excellent challenge. She thanked Board for all their support throughout the year.</p> <p>Ian Comfort offered particular thanks to David Round for his attendance and excellent professional advice during the meeting. <i>The meeting closed at 20.20</i></p>
12	<p>DATE OF NEXT MEETING Corporation 12 November 2020 at 18.00</p>

Chair's signature: **Date:**

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