

## EALING, HAMMERSMITH, AND WEST LONDON COLLEGE FE CORPORATION MEETING

Date	15 December 2020	Time	18.00
Venue	Meeting held remotely due to COVID-19		
Chair	Ian Comfort		

**Members:** Ian Comfort; Karen Redhead; Callum Anderson; Becky Caldwell; Oceana Skye Campbell; Peter Chapman; Philip Kerle; Roslyn O'Garro; Matthew McMahon; Shawez Mir; Mohamed Moussa; David Paine; Christopher Saul; Debbie Stephenson; Maria Vetrone  
**In attendance:** Ian Paxton (ESFA observer); Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum & Quality (DPC&Q)); David Warnes (Deputy Principal Strategy, Planning and Communications (DPSPC)); Ra Hamilton-Burns (Governance Advisor)

No	Minute
1.	<p><b>Apologies for absence and other matters</b></p> <p>Abs Malik had sent apologies – Ian Comfort welcomed Ian Paxton, ESFA, who is attending in his place.</p> <p>Peter Chapman, Ros O'Garro and Sara Woodward had sent apologies.</p>
2.	<p><b>Governance matters</b></p> <p>Ian Comfort informed members that an interview panel of the Search and Governance Committee had met on 18 November 2020 and is proposing one new member, Hilary Macaulay, for the Board and Curriculum and Quality Committee.</p> <p>Peridot Partners is also conducting a DfE sponsored recruitment campaign for two new members for the Board as a result of a referral from the FE Commissioner to support the College. Shortlisting and interviews that result from this will take place in the third week of January 2021 and it is hoped that recommendations for new members will come to the January 28 Board meeting.</p> <p><b>AGREED: THE BOARD AGREED TO APPOINT HILARY MACAULAY TO THE BOARD AND CURRICULUM, QUALITY AND PERFORMANCE COMMITTEE FOR A TWO-YEAR PERIOD UNTIL 14 DECEMBER 2022</b></p> <p>The Search and Governance Committee had reviewed the vacancy membership of its committee and proposed that the appointment of the second Vice Chair of the Board, Callum Anderson, be recommended to the Board.</p> <p><b>AGREED: THE BOARD AGREED TO APPOINT CALLUM ANDERSON TO THE SEARCH AND GOVERNANCE COMMITTEE.</b></p>

3	<p><b>Declarations of Interest</b></p> <p>Matthew McMahon declared that his wife is a senior manager at BDO LLP<sup>1</sup>. Phillip Kerle declared that he is a governor at Orbital South Colleges.</p>
4	<p><b>Minutes of the meeting of the Corporation held on October 2020</b></p> <p>The Board reviewed the minutes and agreed that they were an accurate record.</p> <p><b>AGREED: THE BOARD AGREED THAT THE MINUTES OF THE MEETING HELD ON 22 OCTOBER 2020 WERE A TRUE AND ACCURATE RECORD.</b></p>
5	<p><b>Matters arising</b></p> <p>Ra Hamilton-Burns had circulated the FE Commissioner's report to Governors on the 7 December 2020.</p>
<p><b>6 Strategic reports</b></p>	
6.1	<p><b>CEO's report including Covid-19 update</b></p> <p><b>Karen Redhead presented highlights from her report:</b></p> <ol style="list-style-type: none"> <li>1. <b>FE Commissioner intervention</b> – the next visit is the 29 January 2021.</li> <li>2. <b>ESFA intervention</b> – The IBR is due to conclude around January 2021 and significant progress has been made. Karen Redhead had spoken with Abs Malik at ESFA and reminded him that the Board Strategy Day on 28 January 2021 plans to review the final report. He undertook to ascertain if it will be ready in time. The frequency of ESFA case conference meetings has been reduced with the next one scheduled for 4 February 2021.</li> <li>3. <b>Covid-19 Update</b> – Karen Redhead reminded governors that this is a constantly moving picture and reported that the College now has seven active cases which has affected circa 150 learners and 16 staff now having to self-isolate. The College has received notification from the DfE saying that FE colleges and schools should begin mass testing from January 2021. The College has sought clarification from the ESFA on the exact details of funding available to support this as the College will not be able to subsidise this activity.</li> <li>4. <b>Enrolment performance</b> – the report offered significant detail and outlined the areas impacted by C19. The College is working hard and is monitoring and plugging gaps. Karen Redhead is not urgently concerned but reminded members that whilst commercial income is affected, this can be mitigated by reducing the associated expenses.</li> <li>5. <b>Strategic Conferences</b> – The College is holding four strategic conferences in the New Year and members were reminded that a small number of governors are invited to join each.</li> <li>6. <b>External Environment:</b> Karen Redhead outlined the Chancellor's spending review, College of the Future Report<sup>2</sup>, White Paper for FE. The White Paper is currently rumoured to be expected in February 2021 and may have some significant implications for FE and the College.</li> </ol> <p>Governors asked if the conferences would be virtual or in person – Karen Redhead explained that the events in January will definitely be virtual, but it is possible that those in March might be in person if circumstances allow.</p>

<sup>1</sup> <https://www.bdo.co.uk/en-gb/home>

<sup>2</sup> <https://www.collegecommission.co.uk/final-report-uk>

Governors asked if the College is expected to bear some of the costs of the Covid-19 testing. Karen Redhead explained that the guidance is incredibly detailed, and she has sought assurance from the ESFA that financial support would cover this. It is clear that the College cannot afford to incur further costs but the testing programme has the potential to ensure that staff and students are not needlessly self-isolating.

Governors asked for confirmation that the College is not expecting reduced, lagged funding next year for 16-18 recruitment now that it has recruited broadly in line with last year. This is the case but is caveated by the fact that the impact of C19 might lead to withdrawals. The College is also working hard to strengthen the pipeline for in-year enrolment. Ian Paxton said the ESFA had done an early review and based on this, they expect next year's 16-18 allocation for the College to be a slight increase on this year.

Governors asked why the IBR has taken so long to conclude. Karen Redhead said that progress had been hampered by the pandemic and the financial submissions to BDO needed to be reviewed and re-presented. She expressed surprise that additional information had been requested at this late stage, which was not helpful at a time when the College is focusing on end-of-year matters. Abs Malik has undertaken to check on the IBR report status and BDO is asking for an updated IFMC. Anil Nagpal said this request was creating unnecessary work as the situation remains largely unchanged from the position in July 2020 when the last IFMC was presented.

There was a discussion about the delays and agreement that both sides had experienced frustrations in the process. Ian Comfort asked Ian Paxton to feedback to the ESFA that the prolonged IBR process and demands on an already stretched team is causing strain. Karen Redhead informed the Board that any delay in the issue of the IBR may mean that the January strategy day will need to be rescheduled.

## **6.2 STRATEGIC AND OPERATIONAL PLANNING**

### **6.2 College operational plan tracker report**

**(i)** David Warnes presented this report and explained that the strategic plan is an overarching document which sets out the direction of the College for the next five years. The operational plan is annual and for the academic year. This report is up until the end of November and at this time 48 actions have fallen due out of a total of 177.

- 73% of actions are Green or Amber/Green
- 27% Amber actions
- There are no risks to bring to the notice of the Board.
- More actions will become due in January 2021

Governors asked that future reports be colour coded and directional arrows included.

Governors asked if the work to provide insider insights to curriculum planning is resulting in growth. David Warnes responded that these have been in place for 18 months and the summaries are collated into a two-page report and are sent to all staff. These reports identify trends, gaps and insights and inform in-year changes or planning for the next academic year. Governors asked if this has impacted next year's courses. David Warnes explained that new courses have been developed for 21/22 and green skills in the construction curriculum is a good example of this. Matt McMahon added that another example is the sales executive apprenticeship as the result of a webinar with the Association of Professional Sales and the Collab Group.

	<p>Governors asked how branding Ealing as a sixth form fitted into the curriculum offer. David Warnes explained that this enhances the College's Level 3 offer at the Ealing Campus. James Taylor said it is to identify to learners that there is a clear route through to Level 3. Karen Redhead said that historically one of the reasons the College went into rapid financial decline before the new team joined was due to a reduced offer for young people in the Borough of Ealing. The College is no longer the most significant provider in Ealing, since it had disposed of a campus in Acton and discontinued offering A Levels. 57% of learners go to sixth forms at schools and a large proportion leave the borough to attend other providers. Therefore, the College is strengthening its offer to attract these learners and fill the gap in the market. It is considering blended provision of one A level with vocational courses. Matt McMahon confirmed that the College used to provide more A levels which provided a route into paralegal apprenticeships.</p>
<p><b>6.3</b></p>	<p><b>SAR</b></p> <p>This was thoroughly reviewed by the CQP Committee and their suggested updates and additions are detailed in the CQP minutes in Item 11.2.</p> <p><b>AGREED – THE BOARD AGREED THE COLLEGE SAR FOR 2019/20 AS PRESENTED WITH THE CHANGES OUTLINED IN THE MINUTES OF THE CURRICULUM, QUALITY, AND PERFORMANCE COMMITTEE DATED 24 NOVEMBER 2020</b></p>
<p><b>7 FINANCE REPORTS</b></p>	
<p><b>7.1</b></p>	<p><b>October 2020 management accounts</b></p> <p>Anil Nagpal presented the third set of management accounts in 20/21 which show the position at 31 October 2020:</p> <ul style="list-style-type: none"> <li>• The projected outturn for the year is (£2,969k) – an adverse variance of £722k.</li> <li>• Total income year to date is £7,912k – variance of (£229k)</li> <li>• Total pay ytd is £4,464 which is a positive variance against budget of £24k</li> <li>• Total non-pay ytd £3,170 against budget £2, 414k – positive variance £451k</li> <li>• Surplus/deficit excluding pensions is £278k against a budget of £31k – positive variance £247k</li> <li>• Surplus/deficit including pensions is (£229k) £against a budget of (£476k) positive variance of £247k</li> </ul> <p>There are a number of risks and the College is monitoring these closely. Anil Nagpal reminded the Board that there are potential savings, particularly on non-pay, that can be made between now and July 2021.</p> <p><b>KPIs</b></p> <ul style="list-style-type: none"> <li>• Pay costs are broadly in line with budget as above</li> <li>• Non-pay costs are slightly behind budget</li> <li>• Cashflow shows a balance of £12,814k</li> <li>• Financial (banking) covenants – the College projects that it will meet the conditions of its financial covenant for 2020/21</li> </ul> <p>He reminded governors that the capital grant and disposals had inflated the cash position and the grant has to be spent by the end of March 2021. Anil Nagpal reminded governors that if the College income goes down this will worsen the ratios.</p>

Governors asked that since the year-end forecast is precisely aligned with the financial plan targets, will the College make any adjustments to the KPIs based on current year-end variances. Anil Nagpal responded that a review had not yet been done and it would be prudent to evaluate the risks on the horizon to inform such adjustments.

Governors asked if Anil Nagpal is able to provide the forecast KPIs which are aligned to each of the management accounts. He responded that it is possible to calculate this but although the College is working towards a variance of £722k it is hoped that this will be reduced, and the College will adhere to budget. The position will be clearer in January 2021.

**Action: AN to add EBITDA to future KPI reports and the dashboard.**

The Board noted the report

## 7.2 Confirmation of Going Concern

Anil Nagpal said the cash position of the College is a lot stronger than 12 months ago. He reminded governors that the College had received an ESFA loan in January and April 2020. It had also sold Blocks A and B at Southall. These three items bought in excess of £7m and stabilised the cash position.

The College has submitted a projection for the next two years' cashflow to the ESFA in November:

- July 2021 – £8.3m
- July 2022 £6.9m

In summary there are no issues for the next twelve months and the cash position is strong until July 2022. There is also some flexibility as there is a modest capex programme which is subject to affordability.

Governors asked if there are any other points to raise. Anil Nagpal said the accounts is a broader discussion and this going concern statement is still to be finalised.

**AGREED: THE BOARD AGREED THAT THE MEMBERS ARE AWARE OF NO ISSUES WITH THE EALING, HAMMERSMITH, WEST LONDON COLLEGE BEING A GOING CONCERN**

## 7.3 Independent Business Review update

This had been covered under Item 6.1 and the Board noted the position.

## 7.4 Property strategy update report – to note

Anil Nagpal reported that:

- the Southall decoupling is not yet finished and has been delayed by C19
- the Gateway project is delayed by the listing status
- College officers meet each fortnight to review estates matters and have focussed on £1.12m grant from ESFA for capital expenditure to be spent by March 2021 with the exception of windows at Ealing campus for which dispensation has been requested.

The College is awaiting an update on the Chancellor's FE capital funding details and how to bid for it. Ian Paxton commented that the ESFA had discussed the request to defer the expenditure on the Georgian windows with Terry Stephens at Ealing Campus and this has now been granted. Ian Comfort thanked Ian Paxton.

	The Board noted the report.
<b>7.5</b>	<p><b>Settlement payments – to note</b></p> <p>There have been no settlement payments since the last Board meeting.</p> <p>The Board noted the report.</p>
<b>7.6</b>	<p><b>Subcontracting update report</b></p> <p>David Warnes summarised his report which had been presented to FGP:</p> <ul style="list-style-type: none"> <li>• An update on the first quarter for subcontracted provision for 2020-21</li> <li>• Six weekly performance meetings have been held with all subcontractors</li> <li>• The College has met with each in the last fortnight and there are no concerns to report</li> <li>• BounceBack, the new partner, has performed very well</li> <li>• The College Partnership Management Group has produced a RAG rating for each subcontractor</li> <li>• All subcontractors were required to submit a Covid risk assessment</li> <li>• Those performing slightly below profile are expected to recover the position</li> <li>• All subcontractors are on track to meet their maximum contract values</li> </ul> <p>David Warnes explained that Canterbury Christ Church University currently validates and quality assures the Level 5 Diploma in Education and Skills Programme. This year the College has put apprentices on this programme. The Learning and Skills Teacher Apprenticeship is 100% delivered by WLC. As a result of feedback from the ESFA account managers for CCCU there is now a need for this activity to be included within the College’s subcontracted provision and for CCCU to become a formal subcontracting partner. Contracts are being drafted and due diligence checks are underway. Therefore, the Board is being asked to approve the addition of CCCU as a subcontractor.</p> <p>Matt McMahon declared that he had been involved but the Board responded that this was not a conflict of interest.</p> <p><b>AGREED: THE BOARD AGREED TO ADD CHRIST CHURCH CANTERBURY UNIVERSITY TO ITS LIST OF SUBCONTRACTORS.</b></p> <p>Ian Comfort thanked David Warnes for the report and his hard work.</p>
<b>8</b>	<b>ANNUAL REPORT AND FINANCIAL STATEMENTS 2019/20</b>
<b>i</b>	<p><b>Draft financial statements including:</b></p> <ol style="list-style-type: none"> <li>a. Report of the Governing Body</li> <li>b. Statement of regularity, propriety, and compliance</li> <li>c. Statement of responsibilities of the members of the Governing Body</li> </ol> <p>Anil Nagpal presented the substantially completed report and confirmed that an updated version had been circulated that afternoon to all members. The narrative is mostly complete with discussions on Going Concern still being discussed with RSM.</p> <p><b>AGREED: THE BOARD AGREED THAT THE CHAIR SIGN THE FOLLOWING STATEMENT:</b> Based on the advice of the Audit Committee, The Finance and General Purposes Committee and the Accounting Officer, and the implementation of the recommendations of the FE Commissioner, the Governing Body is of the opinion that the College does have an adequate and effective framework for governance, risk management and control, and has satisfactorily fulfilled its statutory responsibility for</p>

“the effective and efficient use of resources, the solvency of the institution and the body and the safeguarding of their assets”.

**AGREED: THE BOARD AGREED THAT ELECTRONIC RESOLUTION BE SOUGHT FOR AGREEMENT OF THE WORDING FOR THE GOING CONCERN STATEMENT.**

Maria Vetrone reminded members that this would normally have been reviewed and approved by the Finance and General Purposes Committee. It is then used by the Audit Committee to inform its recommendation that the statement of regularity, propriety and compliance is signed by the Board.

**AGREED DELEGATED APPROVAL OF RSAQ INCLUDING ANNEX A TO PHILLIP KERLE TO RECOMMEND FOR SIGNATURE TO THE CHAIR AND CHIEF ACCOUNTING OFFICER**

Anil Nagpal reminded members that there is a discussion on the Going Concern related to the bullet repayment due to the ESFA in January 2023. This potentially creates a material uncertainty as there is no repayment schedule in place. This cannot be produced until the IBR is complete.

**AGREED: THE BOARD AUTHORISES THE CHAIR TO SIGN THE STATEMENT OF REGULARITY, PROPRIETY, AND COMPLIANCE**

**AGREED: THE BOARD AUTHORISED THE CHAIR TO SIGN THE STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF THE CORPORATION**

**ii Independent Auditor’s report – external audit findings report**

**Action: AN to update and circulate to the Board for final review and approval.**

Three issues had been identified:

- Evolve Learning Group Ltd.
- Fixed asset register
- Bad debt provision

The Board noted the report prior to final approval by electronic resolution.

**iii Evolve Learning Group Ltd annual statements**

Anil Nagpal presented annual statements of the Evolve Learning Group Ltd (ELGL). There was discussion about the governance process for approval of these accounts and the articles of ELGL. Anil Nagpal explained that the Board has to approve all the accounts for the College and its subsidiaries. MV said that the Boards of the subsidiaries sign off the accounts at Nescot.

The ELGL will meet on 16 December 2020 to:

- Review and approve the Annual accounts

**AGREED: BOARD AGREED THAT AS A CORPORATE MEMBER THEY DELEGATE AUTHORITY TO THE CHAIR, IAN COMFORT, TO ACT ON ITS BEHALF IN MATTERS RELATED TO EVOLVE LEARNING GROUP LTD**

**AGREED: THE BOARD AGREED THAT THE FINANCIAL STATEMENTS OF EVOLVE LEARNING GROUP LTD ARE AN ACCURATE RECORD SUBJECT TO THE BOARD OF EVOLVE APPROVING THEM AT THE MEETING ON 16 DECEMBER 2020.**

It was agreed that the senior team would review the subsidiary companies and submit a report on the suggested treatment of them at the next meeting.

	<p>Governors agreed that the College is providing money to ELGL as part of a service level agreement for Evolve to provide services for the College in exchange for an agreed fair rate. A letter of support has been drafted and is currently being reviewed by RSM.</p> <p><b>AGREED: THE BOARD AGREED THAT THE CHAIR SHOULD SIGN THE LETTER OF SUPPORT FOR EVOLVE LEARNING GROUP LTD</b></p>
<p><b>iv</b></p>	<p><b>Annual report of the Audit Committee</b>          Maria Vetrone said this report:</p> <ul style="list-style-type: none"> <li>• Offers the Audit Committee’s opinion on internal control, governance, and risk management.</li> <li>• Allows the Corporation to have assurance in signing off the statements.</li> <li>• Gives a summary of the Audit Committee’s business for 2019/21 up to the point of signing</li> <li>• Records opinions of reasonable assurance of the internal auditor and unqualified opinion of the external auditor.</li> </ul> <p>The Board noted the report.</p>
<p><b>v</b></p>	<p><b>Annual report of the internal auditors</b>          This report had been reviewed and recommended by the Audit Committee. This is a summary of each of the internal audit visits and a summary of their opinions.</p>
<p><b>9</b></p>	<p><b>Student Governor presentation</b>          Mo Moussa shared a summary of the AoC Student Governors’ Induction on 17 November 2020.</p> <p>He said that the event had been highly informative and had covered the following topics:</p> <ul style="list-style-type: none"> <li>• The journey to becoming a student governor and expectations of the role</li> <li>• The skills and qualities of a great student governor and the difference in those two traits. He explained that communication skills are critical to the role and that this can be developed.</li> <li>• The FE landscape and the parties involved were outlined although the roles of each are still not completely clear.</li> <li>• Accountability</li> <li>• Safeguarding</li> <li>• How to ask the right questions and the fact that there is no ‘stupid question’.</li> <li>• The six ‘ws and an h’ – what, where, why, when, who, which and how of questioning technique.</li> <li>• How to prepare for a board meeting</li> <li>• Environmental issues of colleges and the stages that colleges are at in their green journey.</li> </ul> <p>Ian Comfort thanked Mo Moussa for an excellent report. Chris Saul asked if he had picked up any useful suggestions that would improve the Board meetings or behaviour. He suggested that it would be useful to have a list acronyms.</p> <p><b>Action: RHB to circulate a list of acronyms.</b></p> <p>James Taylor asked Mo Moussa what he had responded on the question about environmental awareness and best practice at EHWLC. Mo had explained that he was new to the College so was not able to respond fully.</p> <p><b>David Paine left the meeting at 19.35</b></p>
<p><b>10</b></p>	<p><b>OTHER REPORTS</b></p>



10.1	<p><b>Risk management report and risk register</b> Anil Nagpal presented the updated risk register which had been presented to the Finance and General Purposes Committee and explained that this now incorporates the C19 risks rather than list them in a separate report.</p>
10.2	<p><b>Annual report of the Search Committee – Governance position paper</b> The Board noted this report which had been scrutinised and approved by the Search and Governance Committee</p>
10.3	<p><b>Annual report to the Governors on Safeguarding 2019/20</b> The Committee noted the report which had been scrutinised by the Curriculum, Quality and Performance Committee who were recommending it subject to very minor changes outlined in the Committee minutes.</p>
10.4	<p><b>HE report and strategy – to approve</b> This report had also been scrutinised by the Curriculum, Quality and Performance Committee who recommend its approval.</p> <p>Matt McMahon asked if it is possible to increase HE numbers via apprenticeships at levels 4 and 5 or are quotas limited as with more traditional HE programmes. Karen Redhead responded that the College strategy is to grow HE across all areas relevant to the College. In her experience it is easier to grow higher apprenticeships as the College can control this and there are no quotas, but degree apprenticeships must be done in partnership with a university. However, she is a great advocate for higher apprenticeships as well.</p> <p>Governors asked if the College is working with any other universities. KR said the College is seeking a new HE partner to work with on teacher training as Christ Church Canterbury have stated that they intend to withdraw from the main provision and only work with the College in BTECs. JT is talking to Oxford Brookes University and other providers to discuss potential partnerships.</p> <p><b>AGREED: THE BOARD AGREED THE HE STRATEGY</b></p>
10.5	<p><b>Equality and Diversity annual report – deferred.</b></p>
11	<p><b>COMMITTEE REPORTS</b></p>
11.1	<p><b>Recommendations from Committees – to approve en bloc</b> The paper summarises recommendations from the Committees and it might be agreed that they would be taken as one as they have already been scrutinised.</p> <p>The Board agreed the following resolutions:</p> <p><b>The Curriculum, Quality and Performance Committee</b> of 24 November 2020 recommends the following subject to the changes outlined in the CQP minutes:</p> <ul style="list-style-type: none"> <li>• That the Board approves the Self-Assessment Report for 2019/20</li> <li>• That the Board approves the HE Strategy</li> <li>• That the Board approves the Safeguarding Policy</li> <li>• That the Board receives the Annual Safeguarding Report to Governors</li> <li>• That the Board approves the Prevent Strategy</li> </ul> <p><b>Search and Governance Committee</b> of 26 November 2020 recommends the following:</p> <ul style="list-style-type: none"> <li>• The appointment to the Board of Hilary Macaulay</li> <li>• Appointment of Callum Anderson to the Search and Governance Committee</li> <li>• The approval of the Governor expenses policy</li> </ul>

	<ul style="list-style-type: none"> <li>The approval of the Governor succession policy</li> </ul> <p><b>Finance and General Purposes Committee</b> of 8 December 2020 <b>recommends:</b></p> <ul style="list-style-type: none"> <li>The approval of the Health and Safety Policy</li> </ul> <p><b>Audit Committee</b> of 10 December 2020 recommends: The approval of the</p> <ul style="list-style-type: none"> <li>Strategic risk register</li> <li>Annual financial statements including Evolve Ltd</li> <li>Independent Auditor’s report – subject to electronic resolution</li> <li>Annual report of the Audit Committee</li> </ul> <p>The Board noted the two deferred policies which will come to a future meeting.</p> <ul style="list-style-type: none"> <li>Disaster recovery policy and procedure</li> <li>Environmental and sustainability policy</li> </ul> <p><b>AGREED: THE BOARD AGREED TO ACCEPT THE REPORTS, STATEMENTS AND POLICIES AS OUTLINED SUBJECT TO ELECTRONIC RESOLUTION OF THE STATEMENT OF GOING CONCERN AND APPROVAL OF THE EXTERNAL AUDIT FINDINGS.</b></p>
<b>11.2</b>	<b>Curriculum, Quality and Performance Committee - 24 November 2020</b>
<b>11.3</b>	<b>Finance and General Purposes Committee minutes – 8 December 2020</b>
<b>11.4</b>	<b>Audit Committee minutes – 10 December 2020</b>
<b>11.5</b>	<b>Search and Governance minutes – 26 November 2020</b>
<b>12</b>	<b>OTHER MATTERS</b>
<b>13</b>	<p><b>Any other business</b></p> <p>Anil Nagpal explained that the Board will need to approve the Finance record and that this is now nearly complete. He confirmed that the numbers contained within it are consistent with the 19/20 financial statements and the October management accounts.</p> <p><b>AGREED: THE BOARD AGREED TO DELEGATE FINAL APPROVAL OF THE FINANCE RECORD TO PHILLIP KERLE AND KAREN REDHEAD.</b></p>
<b>14</b>	<p><b>MEETING EVALUATION</b></p> <p>Members commented that the meeting had gone well but that the meeting pack at 330 pages had been too long for governors to read. A process to streamline this should be investigated. Ian Comfort asked the Executive Team to review this and decide if so many papers are needed. One member added that they appreciate the detail but would appreciate more signposting on what must be read and what is for further information.</p> <p><b><i>The meeting closed at 19.58</i></b></p>
<b>12</b>	<p><b>DATE OF NEXT MEETING</b></p> <ul style="list-style-type: none"> <li>January 28, 2021 – strategy event and Board meeting 15.00 – 19.30</li> </ul>

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	<p>The date will be confirmed early in the New Year when more is known about the dates of the IBR and White Paper publication.</p> <ul style="list-style-type: none"><li>• April 1 2021 at 18.00</li></ul>
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**Chair’s signature:** ..... **Date:** .....

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CHAIR APPROVED