

EALING, HAMMERSMITH AND WEST LONDON COLLEGE FE CORPORATION MEETING

Date	22 October 2020	Time	18.00
Venue	Meeting held remotely due to COVID-19 ('Google' Meet)		
Chair	Ian Comfort		

Members: Ian Comfort; Karen Redhead; Callum Anderson; Becky Caldwell; Peter Chapman; Philip Kerle; Roslyn O'Garro; 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 Strategy, Planning and Communications (DPSPC)); Sara Woodward (Assistant Principal Quality and Student Services (APQ&SS)); Ra Hamilton-Burns (Governance Advisor)

No	Minute
1.	<p>Apologies for absence and other matters Abs Malik had sent apologies.</p> <p>The student governor elections had closed on 16 October 2020 and Ian Comfort welcomed the two new student governors to the Board:</p> <ul style="list-style-type: none"> • Oceana-Skye Campbell, a Level 3 travel and tourism student. Skye thanked members for the opportunity to join the Board and David Paine will be her peer governor mentor. • Mohamed Moussa – a level 3 Public Services student. Mo also thanked members for the opportunity and Chris Saul will be his peer governor mentor. <p>Governors and the senior team introduced themselves to the new student governors. Ian Comfort emphasised that the student governors are full and equal members of the Board and invited them to contact the governance team or their peer mentors for any support they might need. He added that they are welcome to contact all members of the Board should they wish. The new student governors had received a governance induction on 19 October 2020 and have been booked on both AoC and Unloc student governor training in the next couple of weeks.</p> <p>Ian Comfort informed members that the Search and Governance Committee had met on 21 October 2020 and is proposing two new members for the Curriculum and Quality Committee:</p> <ul style="list-style-type: none"> • Debbie Stephenson as a full member of the Committee and Board • Dr Jan Edrich as a co-opted member of the Board. <p>Karen Redhead reminded governors that the Board had been seeking to strengthen the Curriculum Committee for some time and that AoC Create is currently running a recruitment campaign. In the interim, the governance team had also contacted possible candidates.</p>

Ros O'Garro joined the meeting at 18.15.

AGREED: THE BOARD AGREED TO APPOINT DEBBIE STEPHENSON TO THE BOARD AND CURRICULUM, QUALITY AND PERFORMANCE COMMITTEE FOR A TWO-YEAR PERIOD UNTIL 21 OCTOBER 2022

AGREED: THE BOARD AGREED TO APPOINT JAN EDRICH AS A CO-OPTED MEMBER OF THE CURRICULUM, QUALITY AND PERFORMANCE COMMITTEE FOR A TWO-YEAR PERIOD UNTIL 21 OCTOBER 2022

2. Governance matters

Ian Comfort recorded formal thanks to Yvonne Johnson for her contribution and work for the College before her resignation on 8 October 2020 which were most appreciated.

i) Recommendation to create two vice Chair roles

Phillip Kerle had chaired the Search and Governance Committee meeting on 29 September 2020 and explained that the Committee had discussed the vacancy of Vice Chair created by the resignation of Yvonne Johnson on 16.9.20. The Committee is recommending that two Vice Chair roles are created to provide support for the Chair, Board and to underpin succession planning.

AGREED: THE BOARD AGREED TO CREATE TWO VICE CHAIR ROLES WITH IMMEDIATE EFFECT.

ii) Appointment of two Vice Chairs. Ra Hamilton-Burns had called for nominations for the roles of Vice Chair by the 20 October 2020. Only two nominations had been received. One for Callum Anderson and one for Phillip Kerle and they had both agreed to stand. The candidates had asked that the appointment be for one year in the first instance in order that protected characteristics may be taken into account when new members have joined the Board. Ian Comfort welcomed them both and thanked them for taking on the roles.

AGREED: THE BOARD AGREED TO APPOINT CALLUM ANDERSON AND PHILLIP KERLE TO THE ROLE OF VICE CHAIR FOR A PERIOD OF ONE YEAR TO 21 OCTOBER 2021.

iii) Reassignment of Board signatories as per June 2020 minutes due to resignation.

Ra Hamilton-Burns reminded members that Yvonne Johnson had been added to the list of Board signatories at its meeting on June 20 2020. She recommended that the two newly appointed Vice Chairs, Phillip Kerle and Callum Anderson to be authorised as signatories for the Board.

	AGREED: THE BOARD AGREED TO APPOINT PHILIP KERLE AND CALLUM ANDERSON AS SIGNATORIES FOR THE BOARD IN ADDITION TO KAREN REDHEAD AND IAN COMFORT.	
3	Declarations of Interest Matthew McMahon declared that his wife is a senior manager at BDO LLP ¹ . Phillip Kerle declared that he is a governor at Orbital South Colleges.	
4	Minutes of the meeting of the Corporation held on July 2020 Correction: Page 6 –should read – ‘the College has a Contract with Reed.’ AGREED: THE BOARD AGREED THAT THE MINUTES OF THE MEETING HELD ON 23 JULY 2020 WERE A TRUE AND ACCURATE RECORD.	
5	Matters arising These were taken as read and no questions were asked.	
	1. Senior team to investigate provision of a portable Wi-Fi device for student or other members to enable access to remote meetings. (Action: AN)	The senior team will discuss this with the new student governors during their induction process.
	2. Going Concern – FGP Committee will monitor the position	This was an item on the FGP agenda on 20.10.20 and a verbal update will be given at the meeting.
	3. Renaming of College subsidiary company and other arrangements – it was agreed that the Senior Team will: <ul style="list-style-type: none"> • Review 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 approval of a service agreement with the subsidiary. • Create a specific entry for the subsidiary on the College risk register • Prepare a draft business plan. 	KR and AN have identified a governance expert in FE subsidiary companies and a meeting will take place on 25 October 2020. A report will be circulated for review and possible electronic resolution as soon as available.
	4. Item 6.1 Covid return ESFA financial health calculator: Governors reiterated that these reports demonstrate the current ratio dropping down to 0.6 and Anil Nagpal agreed to monitor this.	This is ongoing.
	5. Pay award: Karen Redhead and Ian Comfort agreed to draft a joint letter of thanks to the staff.	KR to update Board on timing of letter.

¹ <https://www.bdo.co.uk/en-gb/home>

6 Strategic reports

6.1 CEO's report including Covid-19 update

Karen Redhead presented her paper and outlined the following updates:

1. FE Commissioner intervention
2. ESFA intervention
3. Covid-19 Update
4. Early enrolment performance
5. AoC Colleges' Week / #LoveOurColleges update

She outlined key extracts from the FE Commissioner's oral feedback following their stocktaking visit on 23 September 2020 and reported that the College had received very positive feedback on the significant progress it had made over the preceding eight months.

The small number of recommendations are expected to be:

- Further strengthening of the governing body is required to recruit to the two vacancies, including a strong chair of the Curriculum, Quality and Performance Committee.
- Continue with the emphasis on improvement of teaching and learning, bringing the College's quality to an overall good Ofsted rating.
- The College should ensure that it has robust measures in place so that the budget is at least achieved even in the event that all income targets are not met.
- The estates strategy should recommence as soon as possible, taking into account the Park Royal option and its funding and the recommencement of the Gateway project which is key to the repayment of the DfE loan.

The FEC had acknowledged that the College was already addressing each of these elements and will return for a further update in February 2021. It is expected that the formal report will arrive in November and will be circulated to Board members.

ACTION: RHB TO SEND THE FEC UPDATE REPORT WHEN AVAILABLE.

The latest **ESFA case conference** had taken place on 8 October 2020. The meeting focused on a number of standing items including Covid-19, progress against the operational plan, IBR progress, estates update, predicted outturn for 2019-20 and early enrolment performance. The frequency of the meetings has been reduced to bi-monthly and the next meeting will be 26 November 2020.

Covid 19 (C19) update – This continues to dominate life at the College and the wider opening for the autumn term had entailed an enormous amount of work. The College has had a small number of positive cases in comparison to other colleges and some universities. The College had gone further with its safety measures than DfE guidelines during the lockdown which has placed it in good stead. London was placed into Tier 2 on 16 October 2020 and the College remains on standby for any further government moves. Ian Comfort asked Mo and Skye how C19 is impacting them. Mo Moussa said that during the pandemic he has moved from

secondary school to college and has now experienced sixth months education in lockdown. He explained that it has affected his learning and sleep patterns and resulted in lack of face to face teaching and potential technical difficulties. He rated his online learning experience from the College as a 10/10. Skye Campbell explained that at the beginning of the pandemic she already knew the teachers as she is in the second year. All her learning is on campus and does not have online lessons as these occur when she is working. She prefers to be on campus when learning and added that the safety measures are very good and she feels secure at College.

Governors asked what the impact of going to Tier 3 may mean for the College. Karen Redhead said that this is not known as it will depend on guidance at the time for colleges. She will make the decision about the College based on a full risk assessment at the time of potential closures. Ian Comfort said that the law for tier 2 and 3 have an exemption for learning and training for learners of all ages but the College would have a responsibility to its students and will make any decisions based on that.

Early enrolment performance –Within the next couple of weeks the College will have more reliable reports but at this point:

- 16-18-year-old enrolment is in a similar position as last year but the College is aware that the impact of C19 may affect attendance
- Adult learning may be around 6-7% down at this time
- Learners are a different profile from prior years
- Apprenticeships are down by single figures percentage – not a worry
- Commercial areas are the most concerning and C19 caused a downturn of £1.5m last year.

Members asked if the College experience is similar to other colleges. Karen Redhead explained positions tend to be polarised in London as the impact of the calculated grades (and the possible uplift in outcomes) has meant that learners have been able to take up level 3 places when in previous years many of them would have been applying to level 1 and 2. The College has a small level 3 offer, so has not seen an increase in demand that some other colleges are experiencing.

AoC Colleges’ week – WLC has participated in several activities during the week including three local MPs attending virtual meetings with learners across a number of campuses.

6.2 STRATEGIC AND OPERATIONAL PLANNING

6.2 Annual review and update of strategic plan 2020

(i) David Warnes presented the report which offered a refresh of the 2019-23 strategic plan and feedback from external stakeholder consultation.

- The Board approved the five-year strategic plan in 2019-20
- The plan was refreshed in summer 2020
- External stakeholders were consulted with a Q&A session held in August 2020
- Feedback incorporated included
 - Stakeholder willingness to engage with WLC on future strategic decisions
 - Focus on reskilling adults impacted by the C19 pandemic
 - Need to embrace green skills agenda

	<ul style="list-style-type: none"> ○ Need to include the voluntary and community sector in WLC's future thinking <p>He noted that the communication and consultation with stakeholders will continue throughout the year.</p>
<p>6.2 (ii)</p>	<p>College operational plan tracker report</p> <p>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 is the second iteration of this format and he summarised that:</p> <ul style="list-style-type: none"> ● First draft of the 20-21 operational plan ● Provides an early snapshot of the progress against immediate priorities in the first two months of 20-21 ● Updated monthly and RAG rated ● Monitored by the Executive team ● Most of the actions will take place between October 2020 and February 2021. <p>Ian Comfort thanked David for his report.</p>
<p>6.3</p>	<p>KPI reporting plans and timeline for 2020/21</p> <p>David Warnes outlined the rationale and structure of the KPI reports and timelines. These targets were set in the summer of 2019 when Covid 19 had not been foreseen. Some elements had therefore been impacted such as work experience.</p> <ul style="list-style-type: none"> ● 70% were achieved ● 90% had been achieved if the impact by C19 was factored out <p>Governors asked if the 10% that have not been achieved are critical to the College. The HE strategic plan is being dealt with and the Board is aware of the potential impact of curriculum.</p> <p>Maria Vetrone commented that she is concerned by the actual current ratio² as it indicates that the College may be challenged. Anil Nagpal reminded members that the current ratio for the College has been improving for 18 months and is getting closer to 1. When the College submitted the IFMC it was 0.8 and currently sits at 0.9. The College is currently undertaking the end of year audit work with RSM which should clarify the position. He added that the ESFA prefers colleges to be in a position of a current ratio of 1.6. The current position does represent progress, but the College will seek further improvement. Governors asked if the Barclays loan is classed as current even though it is not due in one year. Anil Nagpal did not believe it is included in the current ratio calculation.</p>

² <https://www.investopedia.com/terms/c/currentratio.asp>

	<p>Governors asked if there is a strategy to improve the apprenticeship achievement rate. David Warnes said that the hard close on outcomes had happened that afternoon and the College apprenticeship achievement has improved to 61% against performance last year of 48%. This is not cause for complacency but indicates an improved direction of travel.</p> <p>AGREED: THE BOARD AGREED THE KPI REPORTING PLANS AND TIMELINE FOR 2020/21.</p>
<p>6.4</p>	<p>Student elections, induction, and programmes</p> <p>Sara Woodward updated the Board and explained:</p> <ul style="list-style-type: none"> • Every class elects a representative and this process is still underway • SLT and student governors will meet each half-term • The College is also embarking on its student induction survey which will be reported back to the Board. • Further student surveys will take place in Spring and Summer terms. <p>Skye Campbell and Mo Moussa had been elected on Friday, inducted on Tuesday, and will be attending a student governor festival run by Unloc³ on 3 November. They will also attend the AoC student governor event on 17 November. The student governors had written strong and compelling manifestos and the College will support them to achieve their ambitions to play a full part in the Board.</p> <p>Skye Campbell thanked the College for its support and said that she looks forward to being both a Board member and working to strengthen the student voice at the College. Mo Moussa added that he has also been elected as class representative. He looks forward to developing the ambitions outlined in his manifesto and thanked colleagues for welcoming him.</p>
<p>6.5</p>	<p>FINANCE REPORTS</p>
<p>6.5. 1</p>	<p>July 2020 management accounts</p> <p>Anil Nagpal presented the report on the financial performance to July 2020 which was the end of the College financial year. The budget figures contained within the financial plan reflect those submitted to the ESFA in July 2019. However, he reminded members that the IFMC (integrated financial management colleges) submission made in February 2020 reported a deficit of £3.6m which incorporated variances identified since the summer submission.</p> <p>The College is producing draft financial statements which have been sent to the external auditors for review.</p> <p>He summarised the following:</p> <ul style="list-style-type: none"> • Draft outturn position for 2019/20 is a deficit of £1,791k • This is adverse to budget £371k

³ <https://unloc.org.uk/student-governor-programme/>

- Pensions related costs are projected to be circa £2m
- The projected deficit including the pension costs is £3,821k (including C19 impact)
- Staff pay is now projected to be below budget at c67.2%
- Current ratio, whilst positive is below target
- Cash days are 71

Anil Nagpal reminded the Board that the last couple of audits had made recommendations on maintenance and updates to the fixed asset register. There has now been detailed work in this area which has turned out to be a mammoth task caused by legacy issues. The College has engaged an external consultant from RSM (not working on the audit team) to assist with the work. The consultant has been looking at the position and significant progress has been made. The College has been under-depreciating to a total of circa £3.1m which will bring the total to £5.2m to include the catch up. The correction will be an accounting entry which does not affect the cash balance at 31.7.20. The College has been able to offset some of the impact using the profit on disposal on A and B blocks and the catch-up on deferred Capital Grant. Work is continuing on the asset register is but this is not helped by poor IT systems.

Ian Comfort informed the Board that he and Phillip Kerle had met with Anil Nagpal to discuss these issues before the FGP meeting and commented that he was pleased that this work has been done to get an accurate picture. Maria Vetrone agreed and said that she too had been pleased to hear that this work had been done and commented that this clarification of the true position was incredibly positive. Governors asked if the College team was aware of any other items or areas which need to be addressed. Anil Nagpal responded that it was impossible to comment on the unknown but that he is confident that the Finance Team, through hard work and diligence, is gaining an accurate picture of the College's financial position.

Governors asked if the under depreciation was a result of mis-valuation or that the assets do not exist. Anil Nagpal explained that the error appeared to stem from the point of transfer to Technology One system when netbook values were used and an inappropriate line of depreciation had been followed.

6.5. Management accounts August 2020

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AN presented the accounts.

- Projected outturn for 2020/21 is a deficit of £2,208k
- No variance is reported at this stage
- Report for period one is 'light touch'
- All KPIs are forecast at target
- Number of actions have been put in place to ensure finances remain on track
- Remains a challenging landscape
- All income and expenditure continue to be closely monitored.
- Commercial income is a significant risk
- Emerging risks are carefully managed with mitigations to be put in place.
- Funding from the ESFA and GLA is being received already
- The College is holding back 15% of non-pay budgets as contingency

Governors commented that they were pleased to see that operating receipts for August and September are above forecast.

6.5.5	<p>Confirmation of Going Concern</p> <p>Anil Nagpal reminded the Board that the ESFA loan money coupled with the sale of blocks A and B at Southall had given the College a cash injection of £7.3m. The objective going forward must be to retain cash reserves and drive down expenditure. Phillip Kerle reported that the FGP Committee has considered this in detail this on 20.10.20 and is able to offer an opinion that the College is a going concern. Anil Nagpal confirmed that this is the case.</p>
6.6	<p>Independent Business Review update</p> <p>Anil Nagpal reported that this is on-going, and the College is working with BDO and PM Consulting. The College has provided all information which is now being evaluated. An update will come to a future meeting.</p>
6.7	<p>HE academic assurance report</p> <p>James Taylor presented this report. The Board is required to review and approve this report which outlines the standards required of the College and appoints the CQP Committee as the monitoring body.</p> <p>AGREED: THE BOARD AGREED THE HE ACADEMIC ASSURANCE REPORT AGREED: THE BOARD APPOINTED THE CQP COMMITTEE AS THE OVERSIGHT COMMITTEE AGREED: THE BOARD DELEGATED THE RESPONSIBILITY FOR REVIEW OF THE COLLEGE'S 'ACTION PLAN RELATING TO THE CONTINUOUS IMPROVEMENT OF THE STUDENT ACADEMIC EXPERIENCE AND STUDENT OUTCOMES' TO THE CURRICULUM, QUALITY AND PERFORMANCE COMMITTEE WHICH SHALL, ON BEHALF OF THE GOVERNING BODY, ADVISE THE CEO ON THE APPROVAL OF THE ANNUAL ASSURANCE STATEMENT FOR SUBMISSION TO THE OFS.</p>
6.8	<p>Property strategy update report</p> <p>Anil Nagpal reported that:</p> <ul style="list-style-type: none"> • 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 has focussed on £1.12m grant from ESFA for capital expenditure to be spent by March 2021 <p>The Board noted the report.</p>
6.9	<p>Settlement payments – This item was taken as a confidential report.</p>
6.10	<p>Subcontracting report</p> <p>David Warnes presented the report:</p> <ul style="list-style-type: none"> • Following approval of the 2020/21 subcontractors at the July 2020 Board, due diligence has been completed, references received and contracts issues and signed. • All subcontractors were required to submit a Covid19 risk assessment to ensure social distancing guidelines are being followed for learners and staff. • Summary of 2019/20 outturn and 20/21 contracts outlined • Total subcontracting budget for 20-21 is £3m • Split is £2.3m for ESFA non-devolved and £0.7m GLA devolved AEB budget • Subcontractor performance is monitored by College Partnership Management Group.

	<ul style="list-style-type: none"> Achievement rates had closed today and there was a small decrease in achievement rates. <p>It was noted that this had been reviewed by FGP and the Board noted the report.</p>
7	OTHER REPORTS
7.1	<p>Health and Safety Annual report 2019-20 Anil Nagpal presented the report. Governors commented that they were pleased to see that reportable incidents were down by 17% from last year.</p> <p>Governors asked if the RIDDOR⁴ were accidents or near misses. Anil Nagpal said that they were accidents. Governors asked if the accident during learning had led to the College putting in place measures to mitigate this in future This was the case.</p> <p>AGREED: THE BOARD APPROVED THE HEALTH AND SAFETY REPORT.</p>
7.2	<p>Policies for approval</p> <ul style="list-style-type: none"> Staff conduct Grievance policy <p>These items were deferred.</p> <p><i>The Chair called for a short break until 19.40.</i></p>
8	<p>Recommendations from Committees – to approve en bloc The paper summarised recommendations from the Committees and agreed that they would be taken as one. Members named in the recommendation for renewals of terms of office offered to leave the meeting, but this was decided unnecessary.</p> <p>The Board agreed the following resolutions:</p> <p>Recommendations from the Search Committee meeting on 27 September 2020:</p> <p>AGREE: THE BOARD AGREED THAT THE FOLLOWING MEMBERS BE REAPPOINTED FOR A FOUR-YEAR TERM FOR THE DATES SPECIFIED:</p> <ul style="list-style-type: none"> PHILLIP KERLE TO 20 OCTOBER 2024 PETER CHAPMAN TO 20 OCTOBER 2024 CALLUM ANDERSON TO 20 OCTOBER 2024 IAN COMFORT TO 20 OCTOBER 2024 <p>AGREED: THE BOARD AGREED TO CREATE TWO ROLES OF VICE CHAIR IN ORDER TO STRENGTHEN SUPPORT TO THE COLLEGE AND SUCCESSION PLANNING.</p>

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<https://www.hse.gov.uk/riddor/#:-:text=RIDDOR%20%2D%20Reporting%20of%20Injuries%2C%20Diseases%20and%20Dangerous%20Occurrences%20Regulations%202013>

AGREED: THE CORPORATION OF EALING, HAMMERSMITH AND WEST LONDON COLLEGE RESOLVES TO ADOPT THE EVERSLED'S CODE OF CONDUCT FOR ITS MEMBERS AND REQUIRE THEM TO COMPLETE THE RETURN ANNUALLY

Recommendations from the Audit Committee of 6 October 2020:

Maria Vetrone reported that the College has a new partner, David Hoose, from Mazars.

AGREED: THE AUDIT COMMITTEE AGREED TO APPROVE THE REPORT AND RECOMMEND THE HEALTH AND SAFETY ANNUAL REPORT (ITEM 9 ON THIS AGENDA) TO THE BOARD AT ITS MEETING ON 22 OCTOBER 2020.

AGREED: THE AUDIT COMMITTEE AGREED THAT NO STAFF OF THE COLLEGE SHOULD BE MEMBERS OF THE INSTITUTION AND THE TERMS OF REFERENCE OF THE COMMITTEE SHOULD BE AMENDED TO REFLECT THIS.

Ra Hamilton-Burns reminded members that the change to the Audit Terms of References refers to the staff membership of the Committee to bring them in line with the recently updated Audit Code of Practice. This will additionally necessitate a change to the College's Instrument and Articles at Article 6:

AGREED: THE BOARD AGREED THAT ARTICLE 6 OF THE INSTRUMENT AND ARTICLES OF WEST LONDON COLLEGE BE AMENDED TO READ 'THE AUDIT COMMITTEE SHALL CONSIST OF AT LEAST THREE PERSONS AND MAY NOT INCLUDE STAFF AT THE INSTITUTION AND SHALL OPERATE IN ACCORDANCE WITH ANY REQUIREMENTS OF THE CE ESFA'

Recommendations from the Finance and General Purposes Committee:

Governors asked if attendance is being considered as a requirement for receipt of bursary. Sara Woodward explained that it is and the change to monthly payments will enable the College to monitor this more closely.

Skye Campbell asked why the bursary had changed from termly to monthly. SW said that for some learners receiving the money in lump sums is problematic to manage. It also allows the College to withhold the bursary for a shorter period of time if attendance or behaviour deteriorates. For the finance team the College is able to manage the funds in a smoother way. Governors asked if the College had consulted with learners on this change. Sara Woodward said that this had been the case both last year and throughout lockdown. The College has now ensured that learners have bank accounts and payments are about to be processed. Sara Woodward invited feedback from the student governors who responded that this monthly payment is better for budgeting purposes.

AGREED THE BOARD APPROVED THE BURSARY POLICY.

10	Any other business There were no items.
11	MEETING EVALUATION

	<p>The Chair asked the student governors for their views of how the meeting has gone and if it could be improved.</p> <p>Mo Moussa said the information and discussion had been very clear and professional. Whilst he recognised that he is not experienced in these areas but expects to become so rapidly in the coming months. He said that he had found the experience positive and added that he had welcomed the opportunities to contribute or ask questions. Skye Campbell echoed these comments and thanked the Board for giving them chances to speak and contribute. Ian Comfort reassured the student governors no one Board member understands all the issues but with a broad mix of skills each is able to share their expertise.</p> <p>Members thanked the chair for a well-managed meeting and particularly commented that the short break had been welcome.</p> <p><i>The meeting closed at 20.05</i></p>
12	<p>DATE OF NEXT MEETING Corporation 15 December at 18.00</p>

Chair's signature: **Date:**

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