

## EALING, HAMMERSMITH AND WEST LONDON COLLEGE CORPORATION MEETING

Date	13 February 2019	Time	18.00
Venue	Hammersmith and Fulham College, Room LT3, Gliddon Road, London W14 9BL		
Chair	Andrew Baird		
<p><b>Present:</b> Andrew Baird; Callum Anderson; Cllr. Yvonne Johnson, Karen Redhead (CEO); Roslyn O'Garro; Cllr Binda Rai; Denise Waldron; Uhuru Amani Lambert; Adrian Asuquo; Julia Clements-Elliot; Wasim Mohamed</p> <p><b>Observers:</b> Ian Comfort; Phillip Kerle; Peter Chapman; Girma Ejere (ESFA Observer)</p> <p><b>In attendance:</b> David Round (Clerk to the Corporation – Designate); Paul James (Deputy Principal); David Rose (Interim Finance Director); Laurie Morley (Projects Director)</p>			
Attendance at meeting = 83%			

	ITEM	ACTION
1.	<p><b>Apologies for Absence</b> Received from Sundeep Sangha.</p>	
2.	<p><b>Declarations of interest</b> Cllrs Binda Rai and Yvonne Johnson are councillors for the Borough of Ealing.</p>	
3.	<p><b>Chair's Introduction</b> The Chair welcomed Cllr. Johnson to her first Board meeting. He also welcomed Mr Comfort, Mr Kerle and Mr Chapman who were attending as observers pending their appointments as members of the Governing Body.</p>	
4.	<p><b>Clerk's Report</b> Cllr. Johnson reported on her attendance at a recent AoC governor workshop.</p> <p>The Clerk drew governors' attention to the actions taken in the past month to strengthen the Board and to improve governance practice. These were described in the draft Annual report of the Audit Committee to the Board which was being presented at today's meeting. They included the following actions: -</p> <ol style="list-style-type: none"> <li>1. The appointment of an experienced interim Chair who has accountancy and IT qualifications and considerable commercial business experience.</li> </ol>	

	ITEM	ACTION
	<ol style="list-style-type: none"> <li>2. The appointment of an experienced Clerk to the Corporation.</li> <li>3. The appointment of a new Vice Chair with a strong education background and broad background in finance and audit governance in large public bodies.</li> <li>4. Following a skills audit of the membership of the governing body undertaken by the new Clerk, a search has been undertaken to recruit new external governors with particular expertise in finance, audit, governance, education management and property matters. The Search and Development Committee is recommending a number of new appointments to the Board.</li> <li>5. A traditional Board and committee structure has been established comprising Audit Committee, Finance and General Purposes Committee, Curriculum, Quality and Performance Committee, Search and Governance Committee and Remuneration Committee.</li> <li>6. A full schedule of Board and Committee meetings and cycles of business has been established for the academic year 2018/19.</li> <li>7. The membership of Corporation committees has been reviewed.</li> <li>8. All Committee terms of reference have been reviewed by the Clerk for consideration by the respective committees and Board.</li> <li>9. Standing orders have been drafted for adoption by the Board.</li> <li>10. Governors attended a Board strategy workshop which reviewed best practice in FE governance using the AoC Code of Good Governance as a model framework; the AoC Code of Good Governance is to be considered for adoption by the Board at its February meeting.</li> <li>11. FE governance training and development materials have been made available to all governors. The new Vice Chair of the Corporation has attended training.</li> <li>12. Training has being arranged for members of the Audit Committee.</li> </ol>	
5.	<p><b>College Recovery Plan</b></p> <p>The Board received the draft College recovery plan and progress tracking document. The recovery plan had been submitted to the ESFA; earlier drafts had been refined following feedback from the FE Commissioner’s (FEC) team and the ESFA. It was a very substantial document of 214 pages in length and included the key financials to support the plan. As it was circulated after the main distribution of papers, it was <b>AGREED</b> that governors be invited to send in any comments by email to the Clerk.</p> <p>The CEO drew attention to the recovery plan progress tracker which should be used to monitor performance against the plan and which included progress RAG indicators. The tracker would be updated for the monthly ESFA case conference meetings. It was noted that</p>	<p><b>All governors</b></p>

ITEM		ACTION
	<p>1. A large number of Actions were flagged as ‘Amber’ but this was because they weren’t yet due to be actioned e.g. development of College strategic plan.</p> <p>2. There were 6 actions identified as ‘Amber/Red’ which were critical to the recovery plan viz.</p> <ul style="list-style-type: none"> <li>• Strengthen the sales team within business development along sectoral lines where growth opportunities have been identified.</li> <li>• the appointment of a manager to lead the College’s specialist construction and infrastructure centres who would capitalise on commercial growth opportunities.</li> <li>• Sensitivity analysis, with mitigating actions, to be included in monthly management accounts.</li> <li>• Improve control of non-pay budgets through the production of more timely, informative and better presented budget and management accounts reports.</li> <li>• Development of KPI reporting and departmental reporting on overheads.</li> <li>• Develop a plan to increase commercial income through greater utilisation of the estate (sports facilities, hair salon, hire of rooms, training restaurant).</li> </ul> <p>3. It had proved necessary to go out to the market again to recruit to the role of the construction manager. This post was critical to maximise the opportunities at the two new construction centres.</p> <p>4. The progress tracker was a dynamic document that would be routinely updated. It was proposed and <b>AGREED</b> that the Board would review the tracker at all Board meetings.</p> <p><b>RESOLVED:</b> that subject to feedback from governors sent to the Clerk, the College Recovery Plan be approved.</p>	<p><b>KR/DR</b></p>
<p>6.</p>	<p><b>CEO’s Report</b></p> <p>The Board received the CEO’s report noting the following key points: -</p> <ul style="list-style-type: none"> <li>• The FEC ‘stocktake’ visit on the College’s recovery has been put back from February to March.</li> <li>• The FE Commissioner’s team have been very helpful in terms of providing feedback on the revised financial plan. The FEC were able to confirm the plan appropriately addresses the important KPIs relating to our staffing cost to income (65%), cash flow (cash neutral by 2019/20) and break even (by 2020/21).</li> <li>• A bid to the Strategic College Improvement Fund (SCIF) is being assembled to provide support to improve the quality of apprenticeship provision at the College. A high quality partner college is assigned to the project and the CEO is pleased that her former institution, Derwentside</li> </ul>	

ITEM		ACTION
	<p>College, has agreed to partner WLC. Feedback from the FEC team has been positive and, if approved, the project would provide funding of circa £150k to WLC.</p> <ul style="list-style-type: none"> <li>• The ESFA has agreed to put back the Independent Business Review (IBR) to April in line with the planned development of the 2019/20 curriculum plan. The scope of the review has also been revised as suggested by the CEO.</li> <li>• An informal group of colleges who are currently in ESFA intervention has been established by the CEO with support from the AoC. The group is able to provide mutual support and guidance particularly in the context of the uncertainty caused by the new college insolvency regime.</li> <li>• The new funding allocation performance report made available to the meeting permitted review of performance against targets by funding line to support governing body scrutiny. It was noted that 16-18 enrolments were currently below allocation in 2018/19 by 99 students; this would have a funding impact next year. Last year the College did not meet its AEB funding target (97% threshold) and was required to repay £700k. Current performance against the AEB funding lines were reported and governors were assured about the actions being taken to minimise any risks of under-achievement. Performance for the recruitment of apprentices was at 87% of target. The College needs to significantly strengthen its business development activities for apprenticeships if it is to achieve the growth targets set for 2019/20 (950k) and 2020/21 (1,150k).</li> </ul> <p>In response to questions about the profiling of learner support funding from governors, the Board was assured that there were lags in processing information onto systems but that the information required to submit full claims was in the College.</p> <p>The visit of the Children and Families Minister, Nadhim Zahawi MP to the College was noted.</p> <p><b>RESOLVED:</b> that the CEO's report be noted.</p>	
7.	<p><b>Estates Strategy Update</b></p> <p>Cllrs Rai and Johnson declared an interest as elected councillors of Ealing London Borough Council which was the relevant planning authority.</p> <p>The Projects Director reported on the latest position regarding the implementation of the estates strategy. The project plan was circulated with the milestone dates and dependencies outlined. An update regarding the bids received for the Hanson Gardens disposal was given. The site was a small parcel of land that the College no longer needed. A key issue was that of</p>	

ITEM	ACTION
<p>'overage', which was the cause of ongoing negotiations with the lead bidder; however, further bids had been received. The expected date for the completion of the sale was late March.</p> <p>Governors requested confirmation of feasibility of this timeline taking into account the circumstances of the bidders. The Projects Director confirmed that the disposal was realistic based on an assessment of the project status and discussions with the agent and the solicitors acting for the College. In response to questions, it was confirmed that the project was consistent with the community benefit principles of the College.</p> <p><b>RESOLVED:</b> that the Board shall receive a detailed paper setting out the arrangements for the disposal of the Hanson Gardens sale for approval by written resolution.</p> <p>Details were given about the timetable for the Southall disposal. Agents had been appointed and a process was in place to ensure that a best market value was realised. There was already concrete market interest. It was noted that the timeline indicated exchange in mid-April with completion by the middle of May. In discussion the following questions and queries were raised by the Board: -</p> <ol style="list-style-type: none"> <li>1. Governors queried the feasibility of the timeline recognising the many factors that could affect the delivery of a disposal project; and</li> <li>2. It was commented that the sale was proposal without planning permission; would this lead to a significantly lower receipt than would otherwise be achieved and was this the appropriate way to proceed?</li> </ol> <p>The College commented that the independent valuation information indicated that the additional value that would be achieved by a sale with planning permission did not justify the potential for delays that could be incurred. It would also add an additional and unjustified risk to the College's recovery plan. Based on realistic assessments made by the appointed agents and other professional advisors, it was believed that the proposed timeline was achievable.</p> <p>It was noted that Mr Chapman, who had significant professional expertise in property matters, would meet with the Projects Director to gain clarity about the project and the risks to give assurance to the Board.</p> <p>Other matters of report noted were as follows: -</p>	<p><b>LM</b></p> <p><b>PC</b></p>

	ITEM	ACTION
	<ul style="list-style-type: none"> <li>• The GLA funding bid had been submitted on time. The advised date of notification of outcomes was 15 April.</li> <li>• No news had yet been received regarding the Minister’s consideration of the application for the listing of the Hammersmith site.</li> <li>• A positive meeting had been held with local residents. The College had emphasised its commitment to being a considerate and supportive neighbour to local residents.</li> </ul> <p><b>RESOLVED:</b> that the estates strategy update report be noted.</p>	
8.	<p><b>KPI Dashboard</b> This item was deferred pending further development work by the College.</p>	<b>SLT</b>
9.	<p><b>Quality Improvement Plan (QIP)</b> The updated QIP had been scrutinised at its meeting held on 6<sup>th</sup> February. The following summary points were made: -</p> <ol style="list-style-type: none"> <li>1. There had been reasonable progress in terms of the improvement actions for 2018/19 but a number of the key outcomes could not be assessed until year-end when results were known;</li> <li>2. The frontloading of functional skills in apprenticeships was having a positive impact with an overall achievement rate in English, maths and ICT of 81%;</li> <li>3. There were continuing challenges in raising attendance rates in English and maths for younger 16-19 students following a study programme.</li> <li>4. The introduction of an online teaching and learning platform (‘Century’) to support students’ development of English and mathematic skills was a notable development;</li> <li>5. 7.5% of 16-18 year old students were not yet accessing the appropriate English and maths provision, which was condition of funding requirement. This was being addressed;</li> <li>6. The Deputy Principal (Curriculum and Quality) noted that further work would be undertaken to report on students’ predicted achievements and that these would be reported in enhanced KPIs reports, once developed;</li> <li>7. The College’s headline curriculum KPIs were good i.e. Retention (95.2%); Achievement (91.5%); Pass rate (96.1%). The overall apprenticeship achievement rate was lower at 61.2% and was an area of management focus for improvement.</li> </ol> <p>The detailed action plan and milestones were noted.</p> <p><b>RESOLVED:</b> that the Quality Improvement Plan update report be noted.</p>	

	ITEM	ACTION
10.	<p><b>Management Accounts, December 2018</b></p> <p>The Board received and reviewed the management accounts for the period up to the end of December 2018. It was noted that:-</p> <ol style="list-style-type: none"> <li>1. The presented accounts used a budget forecast that predicted a year-end deficit of £2.814m; this forecast was updated from the original October 2018 budget which forecast a deficit budget of £1.749m. Reporting was against this budget;</li> <li>2. This budget plan itself was now superseded by the financials in the College Recovery plan. The Recovery Plan forecast a deficit of £2.656m in the current year after interest, tax, depreciation and amortisation costs. The January management accounts would use this updated financial plan;</li> <li>3. The College Recovery Plan was now the basis of all future management action and monitoring;</li> <li>4. Subcontracting income was behind budget; governors requested assurance that the budgeted income would be achieved. College management confirmed that it was confident that the end year target would be achieved;</li> <li>5. The shortfall in 16-18 student numbers would mean its allocation would be reduced by £340k in 2019/20, although this was not yet finally confirmed;</li> <li>6. In response to questions from governors, the College was able to confirm that the budget figures in the ILR R05 return for Learning Support and Discretionary Learner Support were secured and that claims data was waiting to be processed.</li> <li>7. The actions being taken to reduce staffing costs were having an impact and agency costs were being controlled carefully by the CEO herself (an £80k reduction had been achieved in January). The top-down review of all support and management staffing resource was taking place, led by the CEO. Voluntary redundancy and flexible working applications were being received;</li> <li>8. The Recovery Plan was predicated on the achievement of a sector benchmark staff costs: income ratio of 65% by 2021. The College would be generating cash surpluses in 2020/21;</li> <li>9. Cash flow remained very difficult and required very careful management by the finance team. Exceptional Financial Support (EFS) ceases at the end of March 2019. The College had approached its bankers for a small overdraft facility to provide headroom pending land disposal receipts; and</li> <li>10. There remained major risks with the delivery of the plan in the current year but that mitigating actions were being taken as described in the Recovery Plan.</li> </ol>	

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	<p><b>RESOLVED:</b> that the management accounts as at December 2018 be noted.</p> <p>Mr Comfort left the meeting at this point.</p>	
11.	<p><b>Draft Annual Report and Financial Statements 2017/18</b></p> <p>The Board was advised that the draft annual report and financial statements for 2017/18 had been scrutinised by Finance and General Purposes Committee and the Audit Committee at their recent meetings. The financial statement auditors and reporting accountants (RSM) had notified some late changes to the statements and to the audit opinion and management letter. These were outlined by the Interim Finance Director and noted, including:-</p> <ul style="list-style-type: none"> <li>• A reduction in the impairment provision taken against the Hammersmith site because the planning application will not be submitted until later in 2019 and because the earlier draft statements assumed a much earlier demolition of the site. The potential change was discussed at the Audit Committee. The impairment charge to the Income &amp; Expenditure account will be reduced by £3,631k, the revaluation reserve will increase by £5,822k, fixed assets will increase by £9,204k, and the transfer from revaluation reserve will reduce by £250k.</li> <li>• Alignment of ESFA funding income with the ESFA year-end reconciliation statement, including the adding back of the Discretionary Learner Support Funds income that is a component of the Adult Education Budget (AEB) revenue stream. The AEB will now match the clawback taken in December 2018. Apprenticeship income had been overstated. The net effect was an increase of £469k in AEB to £10,677k, increase of £13k in 16-19 income and a decrease of £131k in apprenticeship income to £817k.</li> <li>• A reduction in the depreciation charge of £140k.</li> <li>• An accrual for a late sales receipt in 2018/19 for Local Authority income that related to 2017/18 which had the effect of an increase in income of £238k.</li> <li>• Reclassification of subcontractor costs from non-teaching to teaching costs of £4,142k which added clarity to the relevant note in the accounts.</li> </ul> <p>Attention was also drawn to the audit opinion and management letter. The audit opinion was 'unqualified'.</p> <p>'In our opinion the financial statements:</p>	



ITEM		ACTION
	<ul style="list-style-type: none"> <li>• give a true and fair view of the state of the Group's and of the College's affairs as at 31 July 2018 and of the Group's and the College's deficit of income over expenditure for the year then ended; and</li> <li>• have been properly prepared in accordance with the United Kingdom's Generally Accepted Accounting Practice'.</li> </ul> <p>The auditors commented on a 'material concern relating to going concern', namely:</p> <p>'We draw attention to the disclosures made in the accounting policies in note 1 of these financial statements, concerning the College's and Group's ability to continue as a going concern. The College is currently in discussions to sell as asset, which are currently not finalised. This sale forms part of the College's plans to meet ongoing liabilities as and when they fall due. The repayment of a £8.5m facility from the ESFA is dependent upon the sale of the asset. There is an informal agreement between the ESFA and the College for the facility to only be repaid upon receipt of the asset sale proceeds. As stated in the notes to the financial statements, these events or conditions indicate that a material uncertainty exists that may cast significant doubt on the College's ability to continue as a going concern. Our opinion is not modified in respect of this matter.</p> <p><b>Emphasis of matter – uncertain outcome Hammersmith redevelopment project</b></p> <p>We draw attention to note 1 of the financial statements which describes the uncertain outcome of the planned development of the Hammersmith site. The Corporation has approved the project and preliminary preparation works have commenced. The financial statements include an asset of £9.5m, representing the costs incurred on the project to date. A number of uncertainties exists over the viability of the project, including funding, planning permission and a possible legal restriction on the demolition of the existing building. The Corporation is committed to the project; however, these factors could prevent the project from continuing, resulting in the project debtor being released as a cost in the income statement and the impairment charge on the Hammersmith building being reversed. Our opinion is not modified in this respect.'</p> <p>The financial statements for the year ending 31 July 2018 showed a final deficit of £10.874m and £12.875m after adjustment for impairment costs. Total</p>	

	ITEM	ACTION
	<p>income was £30.488m (£34.583m in 2016/17). Total expenditure was £41.362m (£37.204m in 2016/17).</p> <p><b>RESOLVED:</b> that the Chair and CEO as Chief Accounting Officer be authorised to sign the accounts on behalf of the Board.</p> <p>Thanks were extended to the Interim Finance Director for this work at the College as this was his last Board meeting.</p>	
12.	<p><b>Management Letter of the External Auditors and the Letter of Representations</b></p> <p><b>RESOLVED:</b> following review by F&amp;GP Committee and Audit Committee, that the Management Letter of the External Auditors and the Letter of Representations be noted.</p>	
13.	<p><b>Post-16 ACOP Regularity Questionnaire</b></p> <p><b>RESOLVED:</b> following review by the F&amp;GP Committee and Audit Committee and noting the work undertaken by the College’s external auditors validate the questionnaire, that the completed Post-16 Audit Code of Practice Regularity Questionnaire be approved for signature by the Chair and Chief Accounting Officer.</p>	
14.	<p><b>Subcontracting Supply Chain, Fees and Charging Policy 2018/19</b></p> <p><b>RESOLVED:</b> following review by the F&amp;GP Committee and Audit Committee, that the subcontracting supply chain, fees and charging policy for 2918/19 be approved.</p>	
15.	<p><b>Settlement payments (2017-18 and to date)</b></p> <p>The Board noted that the schedule of settlement payments had been reviewed by the Audit Committee at its meeting held on 30 January. The Post-16 Audit Code of Practice Regularity questionnaire stipulates that:</p> <p>‘The corporation shall demonstrate that payments in respect of termination</p> <ul style="list-style-type: none"> <li>• are regular and represent value for money</li> <li>• no payments made where disciplinary action would have been more appropriate.’</li> </ul> <p><b>RESOLVED:</b> that the report on settlement payments be noted.</p>	
16.	<p><b>Annual report of the Audit Committee</b></p> <p>The Board noted that The Post-16 Audit Code of Practice requires the Audit Committee to prepare an annual report setting out its activities during the previous year. This report covers:</p> <ul style="list-style-type: none"> <li>• a summary of the work undertaken by the committee during the year</li> </ul>	

ITEM		ACTION
	<ul style="list-style-type: none"> <li>• any significant issues arising up to the date of preparation of the report any significant matters of internal control included in the reports of audit and</li> <li>• assurance providers</li> <li>• the committee’s view of its own effectiveness and how it has fulfilled its terms of reference</li> <li>• the committee’s opinion on the adequacy and effectiveness of the corporation’s assurance arrangements, framework of governance, risk management and control processes for the effective and efficient use of resources, solvency of the institution and the safeguarding of its assets.</li> </ul> <p>The report provides assurance to the Board.</p> <p>The conclusions and formal opinion of the Audit Committee in relation to these matters were as follows:</p> <p>‘The Committee has drawn to the attention of the governing body and the external auditor/reporting accountant the matters discussed in the FE Commissioner’s report (August 2018), particularly those relating to governance arrangements. The Committee has set-out in this report the urgent and robust actions taken by the Governing Body to improve the effectiveness of governance arrangements at the College.</p> <p>The Committee believes that it has operated within its agreed terms of reference.</p> <p>Based on the information presented to it and subject to issues identified by the internal auditors and the external auditors being addressed, the Audit Committee is able to give limited assurance about the</p> <p style="padding-left: 40px;">adequacy and effectiveness of the College’s audit arrangements, its framework of governance, risk management and control and its processes for securing economy, efficiency and effectiveness.</p> <p>The Committee notes that significant improvements have been secured in the past 2 months.</p> <p>The Committee is of the view that the Governing Body has satisfactorily discharged its responsibilities as set out in the annual financial statements.’</p>	

	ITEM	ACTION
	<p><b>RESOLVED:</b> that the assurance provided to the Board in the Annual Report of the Audit Committee be noted.</p>	
17.	<p><b>Appointment of New Governors</b> Mr Chapman and Mr Kerle withdrew from the meeting at this point.</p> <p>The Board received recommendations from the Search and Governance Committee to appoint</p> <ol style="list-style-type: none"> <li>1. Mr Ian Comfort as a member of the governing body and Chair of Governors for an initial period of two years;</li> <li>2. Mr Peter Chapman as a member of the governing body for an initial period of two years; and</li> <li>3. Mr Phillip Kerle as a member of the governing body and Chair of the Finance and General Purposes Committee for an initial period of two years.</li> </ol> <p>The prospective governors had relevant skills in financial matters, audit and risk management, property management and the law.</p> <p>Following discussions with the Interim Chair and Clerk, Mr Kerle and Mr Chapman indicated their willingness to be appointed to the governing body, subject to receiving appropriate and satisfactory professional advice and assurance regarding the potential exposure to their personal liability given the College's current position and also taking into account the introduction of the new colleges' insolvency regime at the end of January 2019.</p> <p><b>RESOLVED:</b> that Mr Kerle and Mr Chapman be appointed to the governing body, subject to them receiving and satisfactory appropriate professional advice and assurance regarding the potential exposure to their personal liability given the College's current position and also taking into account the introduction of the new colleges' insolvency regime at the end of January 2019. Further that Mr Ian Comfort be appointed to the governing body and separately, as Chair of the governing body to replace Mr Andrew Baird with effect from 01 March 2019.</p> <p>Following further discussion, external governors requested that similar information be made available to them in relation to this matter.</p> <p>Mr Chapman and Mr Kerle joined the meeting.</p>	<p>DR</p> <p>DR</p>
18.	<p><b>Report and minutes of the meeting 23/01/2019 and 06/02/19</b> <b>RESOLVED:</b> that the minutes of the meetings of the Search and Development Committee held on 23/01/2019 and 06/02/19 be noted.</p>	

	ITEM	ACTION
19.	<p><b>Approval of Terms of Reference of Corporation Committees</b>  <b>RESOLVED:</b> following consideration at the Corporation Strategy Workshop held on 09 January 2019 and review by the respective committees, the revised terms of reference of the Corporation committees be approved.</p>	
20.	<p><b>Standing orders</b>  <b>RESOLVED:</b> following consideration at the Corporation Strategy Workshop held on 09 January 2019 that the revised standing orders of Ealing, Hammersmith and West London FE Corporation be approved.</p>	
21.	<p><b>Code of Good Governance for English Colleges</b>  <b>RESOLVED:</b> following consideration at the Corporation Strategy Workshop held on 09 January 2019 and subsequently reviewed at the meeting of the Search and Development Committee held on 23 January 2019, that Ealing, Hammersmith and West London FE Corporation formally adopts the Code of Good Governance for English Colleges.</p>	
22.	<p><b>Governors' Skills Audit and Recruitment Priorities</b>  It was noted that the Search and Development Committee at its meetings held on 23/01/2019 and 06/02/19 had considered a skills audit of its membership and confirmed the following priorities for new governor recruitment:</p> <ol style="list-style-type: none"> <li>1. Financial skills – including the recruitment of qualified accountants</li> <li>2. Audit skills and risk management</li> <li>3. Property management and development skills</li> <li>4. Information technology</li> <li>5. Legal matters</li> <li>6. Management information</li> </ol> <p>It was noted that the newly appointed governors had relevant skills in financial matters, audit and risk management, property management and the law.</p>	
23.	<p><b>Committee Reports</b>  The reports of the Chairs of the Committees and the minutes of the meetings of Corporation committees were noted as follows:-</p> <ol style="list-style-type: none"> <li>1. Audit Committee minutes, 30 January 2019</li> <li>2. Finance and General Purposes Committee minutes, 30 January 2019;</li> <li>3. Curriculum, Quality &amp; Performance Committee minutes, 06 February 2019</li> </ol>	
24.	<p><b>Meeting Evaluation</b>  Governors reported on their evaluation of the meeting.</p>	
25.	<p><b>Any other Business</b>  There was no further business and the meeting ended at 8.30pm.</p>	
26.	<p><b>Date of Next meeting</b></p>	

ITEM		ACTION
	The next meeting would take place on 20 March 2019 (subject to confirmation).	

Chair's signature:



Date:

22/05/19

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Date approved by Chair:	070319