

EALING, HAMMERSMITH AND WEST LONDON COLLEGE FE CORPORATION MEETING

Date	19 December 2019	Time	18.30
Venue	Hammersmith and Fulham, Room LT3, Gliddon Road, London W14 9BL		
Chair	Ian Comfort		

Present: Ian Comfort; Callum Anderson; Karen Redhead (CEO); Peter Chapman; Cllr Yvonne Johnson; Phillip Kerle; Maria Vetrone; David Paine; Shawez Mir; Matthew McMahon.

In attendance: Anil Nagpal (Executive Director, Finance & Resources); Sara Woodward (Assistant Principal, Quality and Student Services); Charles Nelson (Assistant Principal, Southall); Ra Hamilton-Burns – Governance Advisor

Attendance at the Meeting: *Attendance was 77%*

No.	Minute
1.	<p>Chair's welcomes and announcements</p> <p>New Governor – Ian Comfort explained that Maria Vetrone had agreed to join the Board as a full governor rather than a co-opted member. Governors welcomed this and agreed her appointment.</p> <p>RESOLVED: Ms Maria Vetrone was appointed as a governor for a period of office for two years from 19/12/19.</p> <p><i>Maria Vetrone joined the meeting at 18.45.</i></p> <p>The Chair noted the new student governors who had been elected by the student body, Jamario Hawkins and Kairah Lewis-Roe. Due to prior commitments they were unable to join the meeting today. It was confirmed that an induction programme for them will commence in the New Year.</p> <p>RESOLVED: Jamario Hawkins and Kairah Lewis-Roe were appointed to the Board for a period of one year from 19/12/19.</p> <p>Ra Hamilton-Burns informed the Board that Adrian Asuquo had resigned from the Corporation with his resignation being effective from 20 September 2019.</p>

Feedback from governor curriculum link visits

Three governors had made curriculum link visits and offered the following feedback:

- **Phillip Kerle** – Dean Vaughan, Assistant Principal, had been a great host and been very welcoming. Phillip visited several departments. English as a Foreign Language (EFL) had been lively with a good group of highly motivated students. He has also visited the Service Industries department and been keen to find out if students felt that their courses would help them enter employment. This was the case in all instances even with learners with English as a second language. He also visited Catering where students are satisfied that they are receiving tutoring which enables, or has already enabled, them to gain employment.
- **Peter Chapman** – met Charles Nelson – Assistant Principal at Southall. He met the teachers who were originally reticent, but this improved. He met both 16-18 and adult students who were very engaged and motivated. He went to the Construction Academy at Southall in the afternoon and felt the location was not easy to access via public transport and this may affect enrolment. Karen Redhead said that the Academy at Southall is close to the station, but current works make access more convoluted.
- **David Paine** – visited **Hammersmith and Fulham College**. He concurred that Dean Vaughan was an excellent host. It was a positive, open and welcoming visit. He had visited English as a second language class; English GCSE and tourism classes. On the whole students were very motivated as are the staff. A real sense of engagement. Impressed particularly with the travel and tourism class run by a teacher working in industry for BA who was able to share best practice.
There was one class where students needed extra encouragement and had a lower level of motivation which was acknowledged, and teachers were offering the appropriate support where needed.

A common concern was dilapidation of the estates but learners were understanding of the current situation.

Ra Hamilton-Burns reminded Governors that the next governor curriculum link visit is scheduled for 23 April 2020 and asked any member who is interested in participating to contact David Round.

2. Apologies for absence and other matters

Ros O'Garro, Abs Malik and David Round had sent apologies.

The meeting was quorate.

3. Declarations of Interest

Mr Chapman declared an interest as a consultant of Cluttons LLP. It was noted that Cluttons had prepared the independent valuation of the Southall site following a procurement process, but that Mr Chapman had not participated in this. The Clerk advised that the declaration of

	<p>interest should not preclude Mr Chapman from participating in the discussions concerning the estates strategy report on the agenda.</p> <p>Cllr Johnson declared that she is deputy leader of Ealing Council.</p>
4.	<p>Minutes</p> <p>The minutes of the meeting held on 17 October 2019 were approved as a correct record.</p> <p>Correction: Page 2- second paragraph - to be amended to remove the word 'office'.</p>
5.	<p>Matters arising</p> <p>The matters arising report tracking actions from the previous minutes and other items carried forward was received and noted.</p> <p>Items 9.1, 9.2 and 9.3 were brought forward to be taken as items before Item 6.</p> <p><i>Sara Woodward joined the meeting at 18.55.</i></p>
6	<p>FOR DISCUSSION</p>
6.1	<p>Chief Executive's Report</p> <p>The Chief Executive presented her report to the Board. The report highlighted the following:</p> <ol style="list-style-type: none"> 1. FEC update report – the FEC team will come back in the second week of January 2020. 2. ESFA Intervention 3. Enrolment and funding performance 4. Strategic and operational planning 5. Senior leadership team update 6. Office for students 7. Learner and College achievements <p>The FEC report was attached for information. The feedback has been very positive acknowledging the progress made by the College over the last 12 months. The report made seven recommendations which are being addressed as a matter of priority.</p> <p>The Board discussed the positive position on enrolments and commented that this is very pleasing. Karen Redhead confirmed that the 42-day period has passed so the numbers are final. The College is still around 40 16-18-year olds up on last year and a larger increase on 19+ learners.</p> <p>ACTION: Karen Redhead to circulate the latest enrolment numbers to the Board by email.</p>

	<p>Governors asked if the College has robust controls in place on the subcontracting provision. KR confirmed that this is the case and the College's subcontracting is reduced as outlined in Item 9.7.</p> <p>RESOLVED: The Board resolved that the CEO report be noted.</p>
6.2	<p>College operational plan tracker report</p> <p>The new Strategic Plan (2019-24) had been approved in October 2019 and an operational plan is being developed to support this. It will be presented at the next full Board meeting.</p>
6.3	<p>KPI dashboard</p> <p>Work is continuing on the KPI dashboard which will be developed alongside the operational plan.</p>
6.4	<p>Finance reports:</p> <ul style="list-style-type: none"> • Management accounts (October 2019) • Cashflow • Confirmation of Going Concern <p>Anil Nagpal presented the management accounts to end of October 2019. The College is on track. The forecast outturn is £371k which does not take into account pensions or interest from the ESFA loan, both of which will impact the bottom line.</p> <p>The College had reviewed its covenants pre-audit and was not at that stage in breach. The process of audit has made adjustments which mean that one of the Barclays Bank covenants had been breached.</p> <p>Governors asked if they should be concerned. Anil Nagpal responded that he is in regular communication with the Barclays relationship manager and that he is not unduly concerned. The reservation of rights letter reads starkly but has been shared with RSM who had not reacted dramatically. Governors asked if this will affect the Going Concern status of the College. Anil Nagpal explained that there will be an emphasis of matter¹ in relation to the Going Concern. The accounts will not be qualified, but will be modified.</p> <p>Governors asked what the view of the ESFA is – Anil Nagpal has not had any specific discussion to date but will do so and report back to the January extraordinary meeting which will be arranged.</p> <p>ACTION: Anil Nagpal to discuss the emphasis of matter with the ESFA and report their reaction to the Board in January 2020.</p>

[https://www.frc.org.uk/getattachment/4d904034-ae77-49a5-8f63-be8cd7ccfbd1/ISA-\(UK\)-706_Revised-June-2016.pdf](https://www.frc.org.uk/getattachment/4d904034-ae77-49a5-8f63-be8cd7ccfbd1/ISA-(UK)-706_Revised-June-2016.pdf)

Governors asked is there a position against the budget for year-end now that this has closed?

ACTION: Anil Nagpal to include an end of year position in the next set of management accounts.

Cashflow – Anil Nagpal reported that the cashflow position is very stretched. The College is being contacted by supplier companies threatening to withdraw services and threatening action and this is a risk to ongoing operational activity.

Governors asked if the Board should be content to state that the College is a going concern. He responded that at today's date there is cash in the bank but this is likely to run out at the end of January 2020.

Anil Nagpal advised that the report is an end of month balance but cashflow needs to also be carefully managed within the month. Governors asked if the College can draw down money from the PMO or ESFA. He explained that the College has made this request very clearly to the funding agency. There is a hard deadline for the 9 January 2020 which would have a payment run on 20 January which would be in the College's account on the 23 January 2020. Anil Nagpal will postpone the BACS run to fit with this profile.

Governors asked if the Board should formally write to request the drawdown from the ESFA. Anil Nagpal said this is not necessary and reminded them that both parties have appointed lawyers to work on the agreement. He is in frequent communication with Mills and Reeve who understand the ESFA and can communicate effectively with them.

Karen Redhead and Anil Nagpal had met with the two new ESFA contacts who outlined the requirements to enable the drawdown. The requirements are very detailed, and this documentation will be submitted by close of play on 20/12/19.

Governors asked about the profile where the College cashflow will be in a negative position of £66k in March and £78k in April 2020. Anil Nagpal said that he is concerned that the position will worsen before this as the deficit will occur in February 2020. The money from the ESFA or the sale of blocks A and B at Southall would, however, mitigate this situation.

Governors agreed that the Board can be comforted that funds will be forthcoming but that timing is critical. There was a debate about the statement of the going concern and it was agreed that there is a need to review this position frequently.

6.5 Estates strategy update

Anil Nagpal reminded the Board that exchange on Southall blocks A and B is imminent with exchange due before Christmas and completion in the New Year. He pointed out, however, that there is a change to the purchaser from [REDACTED] to [REDACTED] as this is [REDACTED] funding source. The College will need to undertake due diligence to ensure that the

funds are forthcoming and appropriate. This is being carried out by the College, lawyers and Knight Frank.

Governors asked if the change would delay the sale. Peter Chapman said it is not thought that it will defer completion.

RESOLVED: The Board approved, subject to appropriate due diligence, that they will agree the change of sale to [REDACTED] rather than [REDACTED]

Karen Redhead reported that the estates section of the Independent Business Review (IBR) has been completed and the recommendations have been shared. BDO UK LLP was appointed to undertake the IBR by the ESFA and has agreed to present to the Board in the Spring 2020.

7 ANNUAL REPORT AND FINANCIAL STATEMENTS 2018/19

7.1 Annual report and Financial statements

Anil Nagpal explained that the statements had been presented to the Audit Committee. There will be a reclassification on the Barclays loan to a short-term creditor. The annual report and statements will be postponed until an extraordinary Board meeting in January 2020 to enable board members to have sufficient time to review them prior to approval.

In the interim Anil Nagpal presented some headline data:

He explained to the Board that the final outturn has changed since the original forecast. The original forecast was for £2.46m before adjustments for pension liabilities. This increased to £4.2m once pensions are taken into account.

There have then been £4.4m of adjustments which are mostly historical and non-cash items. The College has taken the decision to write off the amount on the balance sheet for Hammersmith Gateway project which was historical. The increased deficit may cause a reputational issue but 'clean up' the books. He reminded the Board that this is an accounting treatment which will not have a material financial impact. The reversal of impairment will attract additional depreciation.

There are also two historical subcontracting issues, yet unresolved but for which a provision has been made, which will have an impact on the outturn—

- £2m for SCL from 2016/17 and 2017/18
- A further £244k relating to Edudo (subcontractor) loans subcontracting issue from 2015.
- An additional £0.2m for a plethora of adjustments
- There is a positive contribution from Hanson Gardens of £650k

The overall effect will be an outturn of £8.1m deficit

	<p>Governors agreed that this clean up of the accounts is prudent as it will put the Board in a better position and since these are mostly accounting treatment, they will not have a material financial impact.</p> <p>Maria Vetrone commented this clean up should have been done several years ago and whilst it may create an adverse impression it is an appropriate way forward. She thanked Anil Nagpal and his team for all the hard work that had been entailed in this process. The Audit Committee had suggested reverting to the ESFA to explain the narrative and to recommend this clear depiction of the position. Philip Kerle added that this had also been discussed at the Finance Committee and they had asked Anil Nagpal to ensure that all legacy issues have been uncovered. He explained that all endeavours will be made but that it is not possible to guarantee that no other historic issues would emerge.</p> <p>Anil Nagpal confirmed that both the ESFA and PMO have approved an extension to the submission of the College annual returns. David Round will send a poll to ascertain the most convenient date for an extraordinary Board meeting.</p> <p>RESOLVED: Governors unanimously agreed that an extraordinary meeting in January to approve all the end of year statements should be arranged.</p>
8	MATTERS FOR REPORT
8.1	<p>Strategic risk management and assurance report</p> <p>Governors asked if the report encompasses the key risks. AN said this had been reviewed. Maria Vetrone reported that the Audit Committee had reviewed this and was recommending its acceptance and approval to the Board.</p> <p>RESOLVED: The Board reviewed and approved the strategic risk management and assurance report.</p>
8.2	<p>Finance and General Purposes Committee report and minutes, 10 December 2019</p> <p>RESOLVED: The Board noted the report and minutes of the FGP Committee of the 10 December 2019.</p>
8.3	<p>Audit Committee report and minutes, 12 December 2019</p> <p>Maria Vetrone noted that the internal auditors' overall opinion is very positive.</p> <p>RESOLVED: The Board noted the report and minutes of the FGP Committee of the 12 December 2019.</p>
8.4	<p>Curriculum, Quality and Performance Committee report and minutes, 14 November 2019</p> <p>The Board discussed and agreed that TLA for all learners is a focus.</p> <p>RESOLVED: The Board noted the report and minutes of the CQP Committee of the 14 November 2019.</p>
9	COMPLIANCE MATTERS FOR APPROVAL
9.1	<p>Self-assessment Report (to approve) and QIP (Quality Improvement Plan)</p> <p><i>Sara Woodward joined the meeting at 18.55.</i></p>

Sarah Woodward reminded the Board that the Self-Assessment Report (SAR) is always prepared at the end of the summer term to review the prior year's achievement and that this year it was based on the new Ofsted Education Inspection Framework (EIF)² which had been published in May 2019. This enabled the College to compare itself against Ofsted reports recently published and ensure that its judgements are appropriate.

The grades were listed:

- Overall effectiveness – requires improvement
- Quality of Education – requires improvement
- Behaviour and Attitudes – requires improvement
- Personal development – requires improvement
- Leadership and management – requires improvement
- Education programmes for young people – requires improvement
- Adult programmes - good
- Apprenticeships - inadequate
- Provision for learners with high needs - good

The judgements and whole SAR are used to inform the production of the Quality Improvement Plan. It was noted that the draft SAR represented a more accurate assessment of the quality of the College's provision compared to the 2017/18 SAR rather than a decline in performance. Cllr Yvonne Johnson reminded the Board that the SAR has been reviewed by the Curriculum, Quality and Performance Committee who recommend it to the Corporation for approval.

RESOLVED: The Corporation approved the SAR for 2018/19.

Quality Improvement Plan (QIP)

Sara Woodward explained that this has been centred on the four main Ofsted judgement areas and the College has 15 priorities with a detailed action plan below each. Quality of Education is a key focus which runs across many of the 15 priorities. The College has begun work to drill down on the strengths and weaknesses of teaching; attendance, behaviour and attitudes.

- **Personal development** – the plan is to look at the College's careers' strategy and the range of personal development and enrichment.
- **Leadership and management** – the College will seek to build capacity through CPD for teachers and for middle managers who will lead the Ofsted Inspection when it comes.
- **Student Voice** - The College is also working on processes to strengthen the student voice.

Cllr Yvonne Johnson reminded the Board that the Curriculum and Standards had reviewed this and recommended it for approval by the Corporation.

² <https://www.gov.uk/government/publications/education-inspection-framework>

Governors asked if the QIP will be monitored regularly by the CQP Committee. This was confirmed and the Board was reminded that the College is expecting Ofsted in 2020 and will begin the year with a CPD session for 140 teachers on the new EIF.

RESOLVED: The Corporation approved the Quality Improvement Plan

9.2 Annual report to governors on Safeguarding 2018-19

Sara Woodward presented the report to the governors in order that they may satisfy themselves that the College leadership is discharging its safeguarding duties effectively. She outlined the key objectives.

The College holds a safeguarding and prevent panel meeting every six weeks. They reviewed the terms of reference to ensure representation at campus and business unit level to ensure that there is a responsible person at each campus at all times. This allows monitoring of safeguarding issues at each location and enables the College to anticipate requirements and risks. The new terms of reference feeds into the policy outlined under the next item.

The Governors need to ensure that robust processes are in place for safeguarding. Cllr Johnson had met with Sara Woodward to review the processes and was assured. The Board discussed its remit regarding the internal safeguarding and prevent panel and agreed that this is outside its jurisdiction. Therefore, they asked Sara Woodward to amend paragraph F from the report

ACTION: Sara Woodward to amend paragraph F on the recommendation.

RESOLVED: The Board approved the safeguarding report contingent upon the amendment of paragraph F.

Safeguarding and preventing radicalisation and extremism policy (SPRE)

This policy had been scrutinised by the College panel. Sara Woodward had made some additions, for example, the policy has been extended to safeguarding and preventing racialisation and extremism policy to recognise the strengthened requirements. The policy has been updated to reflect Keeping Children Safe in Education 2019³.

It is the responsibility of all staff to be the eyes and ears of the College to ensure Safeguarding and Preventing Radicalisation and Extremism is embedded throughout all its practices.

Section 9 – has highlighted types of learner at West London College and outlines the arrangements for specific learners and circumstances.

3

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/835733/Keeping_children_safe_in_education_2019.pdf

Section 10 – has been further developed with colleagues to strengthen and raise awareness. Ian Comfort thanked Sara Woodward for an excellent policy. Karen Redhead suggested that the policy might benefit from a flowchart. The current version is still being amended and will be included in further versions.

ACTION: Sara Woodward to include a flowchart in future versions of the SPRE Policy

ACTION: Sara Woodward to send responsibilities of governors in safeguarding to Philip Kerle.

Governors asked how many staff have taken the training – SW said it is 100% but the strengthened audit of this will confirm this. Governors asked Sara Woodward to confirm that all staff are up to date with mandatory training.

ACTION: Sara Woodward to confirm that staff are up to date with mandatory training via email to the CSP Committee.

RESOLVED: The Board reviewed and approved the Safeguarding and Preventing Radicalisation and Extremism Policy

Sara Woodward left the meeting at 19.15.

9.3 Equality and Diversity annual report

Charles Nelson joined the meeting at 19.15.

He presented the annual equality and diversity report. He reminded the Board that an equality and diversity committee (operational not corporation) meets twice a year and that the minutes of this meeting are published on the staff portal.

The following five equality objectives with impact were outlined on page 10 of the report:

1. Ensure the workforce reflects the diverse demographic of local communities and protected characteristics
2. Ensure students perform and progress well and we take action to eliminate any gaps between groups
3. Learners are satisfied with their learning and feel safe in the College
4. Develop the skills and confidence of staff, students and partners to promote and advance good relations between groups
5. Celebrate and publicise the positive outcomes of the College's diverse workforce and students

Charles Nelson highlighted a few of the report's findings:

- Full accreditation for Investors in Diversity had been achieved in January 2019.
- Targets for achievements for all students are set and monitored

- The achievement of all learners with disabilities is 2.1% higher than all learners across the college and 5.2% higher than learners with no disabilities
- There is underachievement in high-needs students in several vocational areas
- 75% of learners in the College are BME and this is expected to rise.

Charles Nelson outlined the strategies planned to monitor and improve the achievement gaps:

- Where learners are identified as not making sufficient progress or experiencing issues, an appropriate support plan and intervention will be identified
- At curriculum level, monitoring of learners from vulnerable or protected characteristic groups will be increased
- Six weekly progress and performance boards, overseen by Quality, review attendance and progress for each student

Page 8 – Governors asked why the red flags for high-needs learners? Charles Nelson explained that these learners did not complete their course due to mental health issues and that the College needs to support those learners better in the future. Governors asked if there are strategies in place to ensure this.

Page 9 – Members asked why the Learner Voice has so many red flags and why the 16-18-year-old learners are less satisfied than others. Charles Nelson responded that the College is setting a satisfaction level of 90% and then not achieving it. For the 16-18 cohort there are issues around gang culture, personal issues. The College's role to provide social support has grown among these groups.

Karen Redhead asked for future surveys to be reported in a gender split as traditionally males are more negative than females

ACTION: Charles Nelson to report on the gender split in future satisfaction surveys.

Governors asked if the College has an issue of homophobia as the survey indicates. There is a problem which had been identified through the learner voice forums and the feedback has identified a need to improve this. Karen Redhead asked for a report on bullying categorised by type which might inform plans for improvement.

ACTION: Charles Nelson to forward bullying reports by category to Karen Redhead.

Governors asked if this report has been mapped to the overall corporate strategic plan. Karen Redhead suggested it would be more appropriate to map against the equality and diversity impact measures set out in objectives 1-5. It was agreed that these measures would continue.

RESOLVED: The Board accepted the equality and diversity report.

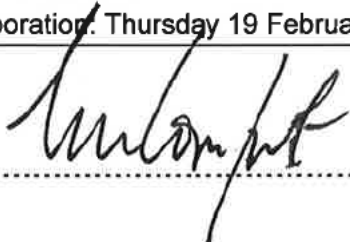
	<p>RESOLVED: The Board reviewed and agreed the recommended strategy and actions and the outlined impact measures in Objectives 1-5.</p> <p>AGREED: The policy will be updated by Sara Woodward and the HR director and be presented to the February 2020 Board meeting.</p> <p><i>Charles Nelson left the meeting at 19.32.</i></p>
9.4	<p>Health and safety report</p> <p>Anil Nagpal presented the report and highlighted that the reported accidents had reduced from 147 in the previous year to 122. The online training system, Smartlog, used by the College provides a central resource for training and reporting. 88% compliance has been achieved.</p> <p>There had been four RIDDOR⁴ incidents during the year.</p> <p>ACTION: Anil Nagpal to check on the suspected hip fracture and report to the Chair.</p> <p>Governors thanked him for an excellent report.</p> <p>RESOLVED: The Board resolved to accept the health and safety report and noted that the College continues to be Health and Safety compliant.</p>
9.5	<p>Health and safety policy</p> <p>Anil Nagpal presented the policy.</p> <p>RESOLVED: The Board reviewed and approved the Health and Safety policy</p>
9.6	<p>Settlement payments –</p> <p>This report encompasses all payments which include redundancies and one backpay. There were no incidents of 'settlement' payments during the period. The total represents an average payment of £4k per capita. There are no issues.</p> <p>RESOLVED: The Board noted the report.</p>
9.7	<p>To approve updated Subcontracting Supply Chain, Fees and Charging Policy for 2019/20</p> <p>This is an update and reflects the new guidance issued by the ESFA on subcontracting delivery on 3 October 2019.⁵</p> <p>The report had already been presented to the Board but considering the amended funding guidance there is an additional section included to outline subcontractors and the rationale for working with them.</p>

⁴ <https://www.hse.gov.uk/riddor/key-definitions.htm>

⁵ <https://www.gov.uk/government/publications/letter-to-all-esfa-post-16-funded-providers-on-subcontracting-delivery/eileen-milners-letter-to-subcontractors>

	<p>The College has held an internal review of its compliance with the guidance and has amended its policy.</p> <p>RESOLVED: The Board reviewed and approved the amended Subcontracting Supply Chain, Fees and Charging Policy for 2019/20</p>
<p>9.8</p>	<p>To confirm written resolution circulated 05 December - Department for Education (DFE) Emergency Loan Facility</p> <p>The following written resolution had been circulated and agreed by email on Thursday December 5 2019:</p> <p>Pursuant to Article 3(d) of the Instrument and Articles of Government of Ealing, Hammersmith and West London College Corporation, it is RESOLVED that approval be given to the agreement of an Emergency Loan facility facilitated by the DFE on terms set out in the circulated loan term sheet. It is noted that the term sheet has been reviewed by the Finance and General Purposes Committee and that the facility consolidates the existing EFS facility and is interest bearing at the interest rate base rate set to the Public Works Loan Board (PWLB) 1 year fixed rate on commencement of the loan.</p> <p>Members of the Corporation are requested to give their assent to the resolution by responding to the Clerk by email. A simple majority of the members giving their assent is required to give effect to the resolution which shall lapse if it is not passed before the end of the period of 28 days beginning with the circulation date.</p> <p>The following governors had voted to support the DFE emergency loan facility:</p> <ul style="list-style-type: none"> • Ian Comfort • Yvonne Johnson • Callum Anderson • Shazez Mir • David Paine • Philip Kerle • Michael McMahon • Roslyn O'Garro • Karen Redhead • Maria Vetrone <p>The Board therefore confirmed the resolution.</p>
<p>9.9</p>	<p>Governance matters</p> <p>David Round has submitted a report. The resignation of Adrian Asuquo has been confirmed in item 1.</p>

	<p>With the appointment of Maria Vetrone at the beginning of this meeting, there are now three external governor vacancies for which the Search and Governance Committee has prioritised the following skills gaps:</p> <ul style="list-style-type: none"> • Financial skills • Audit and risk management skills • Marketing/PR • Human Resources • Higher Education/Further Education/Education. <p>The Search and Governance Committee will meet again in January 2020 to discuss the recruitment to these vacancies.</p> <p>It was noted that the membership of the Board has been both strengthened and refreshed over the last year. Callum Anderson is now the longest serving external member having served for just 18 months.</p>
10	<p>Any other business There was none.</p>
11	<p>MEETING EVALUATION The Chair asked governors present about the conduct of the meeting, their opportunity to contribute to discussion and the appropriateness of the discussions. Governors commented that the meeting had been very well chaired, the business of the meeting was constructive, had been clearly presented and fully discussed and that the decisions made were informed by appropriate scrutiny and challenge.</p> <p>The meeting closed at 20.15.</p>
12	<p>DATE OF NEXT MEETING</p> <ul style="list-style-type: none"> • David Round will circulate a poll to establish the most suitable date for an extraordinary meeting in the last two weeks of January 2020 to review and approve the annual returns. • FE Corporation: Thursday 19 February 2020 18.30

Chair's signature: 

Date: 13/02/2020