

FE CORPORATION MEETING MINUTES OF THE BOARD OF EALING, HAMMERSMITH, AND WEST LONDON COLLEGE

Date	13 December 2022	Time	18.00
Venue	Zoom meeting		
Chair	Ian Comfort		

Members: Ian Comfort; Karen Redhead; Sarah Benjamin; Haitham Dakka; Robin Ghurbhurun; Phillip Kerle; Laura O’Riordan; Jake McClure; Shawez Mir; Virginia Mukandi; Jon Roe; Mustafa Sami; Christopher Saul; Debbie Stephenson; Chris Taylor.

In attendance: Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum and Quality); Ra Hamilton-Burns (Governance Advisor); Shachi Blakemore – Buzzacott; Ian Paxton, ESFA

1	<p>Welcomes and apologies for absence</p> <p>The Chair welcomed the two student governors – Laura O’Riordan and Virginia Mukandi to their first meeting of the Board. He noted that Robin Ghurbhurun had offered to meet with them to support them as members of the Curriculum and Quality Committee and encouraged them to take him up on the offer. Ian asked RHB to share his email with them both and invited them to contact him.</p> <p>Apologies had been received from Mustafa Sami, Chris Taylor, Haitham Dakka, Shawez Mir and Abs Malik. Laura O’Riordan did not attend.</p> <p>He noted that:</p> <ul style="list-style-type: none"> • Andrew Baird had resigned on the 3 November 2022. • Haitham Dakka is leaving the College on 31 December 2022 but is currently on leave. • Debbie Stephenson has resigned and will be leaving the Board on 31 December 2022. Ian Comfort thanked her for her tremendous contribution both as a Board governor and her expertise and hard work as Safeguarding governor.
2	<p>Declarations of interest</p> <p>Phillip Kerle noted that he is a governor at Orbital South Colleges.</p> <p>Ian Comfort declared an interest in Item 5.</p>
3	<p>Minutes of previous meetings</p> <p>i. Approval of the minutes of the Board meeting held on 18 October 2022</p> <p>AGREED: THE BOARD APPROVED THE MINUTES OF THE BOARD MEETING HELD ON 18 OCTOBER 2022</p> <p>ii. Electronic resolution made re the appointment of Director of Governance 4 November 2022</p>

	<p>iii. Electronic resolution made re the appointment of Deputy Principal 7 November 2022</p> <p>The Board noted the electronic resolutions. It was noted that the Director of Governance had not taken up the role and a refreshed campaign will take place. Lesley Venables has been engaged as an interim Director of Governance on a 0.5 contract from January 2023.</p>													
<p>4</p>	<p>Matters arising</p> <table border="1" data-bbox="188 387 1465 1440"> <tr> <td data-bbox="188 387 252 976"> <p>5.</p> </td> <td data-bbox="252 387 1137 976"> <p>STRATEGIC REPORTS 5.i CEO Report</p> <p>i. KR to report the outcomes of the review to the Curriculum and Quality Committee on 23 November 2022 on the quality issues and the impact on the financial position of the College to the Finance and General Purposes Committee on 29 November 2022.</p> <p>ii. RHB/EMR to circulate the quality and outcomes report to all members when sent with the C&Q papers in November.</p> <p>iii. KR to let Board know dates of the Black Leadership Group training events</p> <p>5.iii Operational planning</p> <ul style="list-style-type: none"> The report with the prior year position from the strategic plan will be appended going forward. </td> <td data-bbox="1137 387 1465 976"> <p>i. KR said the review has not yet been concluded. It will be reported when available.</p> <p>ii. Completed during this meeting.</p> <p>iii. The dates are not yet known and the new Director of People will lead this.</p> </td> </tr> <tr> <td data-bbox="188 976 252 1160"> <p>8.</p> </td> <td data-bbox="252 976 1137 1160"> <p>OTHER REPORTS 8.1 Health and safety 2021/22 annual report</p> <ul style="list-style-type: none"> AN to report back to a future meeting on the training of staff on COSHH </td> <td data-bbox="1137 976 1465 1160"> <p>AN said that Smartlog trains all relevant staff on an ongoing basis and rates of completion will be reported going forward.</p> </td> </tr> <tr> <td data-bbox="188 1160 252 1346"> <p>9.1</p> </td> <td data-bbox="252 1160 1137 1346"> <p>Recommendations from Committees</p> <p>i. Search Committee</p> <ul style="list-style-type: none"> Director of governance to add the boardroomapprentice.com proposal to the search and remuneration agenda </td> <td data-bbox="1137 1160 1465 1346"> <p>RHB has informed LV (new GP) to add this item, to the S&R agenda in January</p> </td> </tr> <tr> <td data-bbox="188 1346 252 1440"> <p>9.</p> </td> <td data-bbox="252 1346 1137 1440"> <p>Finance and General Purposes Committee</p> <ul style="list-style-type: none"> RHB to circulate the October FGP minutes to the Board. </td> <td data-bbox="1137 1346 1465 1440"> <p>Complete</p> </td> </tr> </table>		<p>5.</p>	<p>STRATEGIC REPORTS 5.i CEO Report</p> <p>i. KR to report the outcomes of the review to the Curriculum and Quality Committee on 23 November 2022 on the quality issues and the impact on the financial position of the College to the Finance and General Purposes Committee on 29 November 2022.</p> <p>ii. RHB/EMR to circulate the quality and outcomes report to all members when sent with the C&Q papers in November.</p> <p>iii. KR to let Board know dates of the Black Leadership Group training events</p> <p>5.iii Operational planning</p> <ul style="list-style-type: none"> The report with the prior year position from the strategic plan will be appended going forward. 	<p>i. KR said the review has not yet been concluded. It will be reported when available.</p> <p>ii. Completed during this meeting.</p> <p>iii. The dates are not yet known and the new Director of People will lead this.</p>	<p>8.</p>	<p>OTHER REPORTS 8.1 Health and safety 2021/22 annual report</p> <ul style="list-style-type: none"> AN to report back to a future meeting on the training of staff on COSHH 	<p>AN said that Smartlog trains all relevant staff on an ongoing basis and rates of completion will be reported going forward.</p>	<p>9.1</p>	<p>Recommendations from Committees</p> <p>i. Search Committee</p> <ul style="list-style-type: none"> Director of governance to add the boardroomapprentice.com proposal to the search and remuneration agenda 	<p>RHB has informed LV (new GP) to add this item, to the S&R agenda in January</p>	<p>9.</p>	<p>Finance and General Purposes Committee</p> <ul style="list-style-type: none"> RHB to circulate the October FGP minutes to the Board. 	<p>Complete</p>
<p>5.</p>	<p>STRATEGIC REPORTS 5.i CEO Report</p> <p>i. KR to report the outcomes of the review to the Curriculum and Quality Committee on 23 November 2022 on the quality issues and the impact on the financial position of the College to the Finance and General Purposes Committee on 29 November 2022.</p> <p>ii. RHB/EMR to circulate the quality and outcomes report to all members when sent with the C&Q papers in November.</p> <p>iii. KR to let Board know dates of the Black Leadership Group training events</p> <p>5.iii Operational planning</p> <ul style="list-style-type: none"> The report with the prior year position from the strategic plan will be appended going forward. 	<p>i. KR said the review has not yet been concluded. It will be reported when available.</p> <p>ii. Completed during this meeting.</p> <p>iii. The dates are not yet known and the new Director of People will lead this.</p>												
<p>8.</p>	<p>OTHER REPORTS 8.1 Health and safety 2021/22 annual report</p> <ul style="list-style-type: none"> AN to report back to a future meeting on the training of staff on COSHH 	<p>AN said that Smartlog trains all relevant staff on an ongoing basis and rates of completion will be reported going forward.</p>												
<p>9.1</p>	<p>Recommendations from Committees</p> <p>i. Search Committee</p> <ul style="list-style-type: none"> Director of governance to add the boardroomapprentice.com proposal to the search and remuneration agenda 	<p>RHB has informed LV (new GP) to add this item, to the S&R agenda in January</p>												
<p>9.</p>	<p>Finance and General Purposes Committee</p> <ul style="list-style-type: none"> RHB to circulate the October FGP minutes to the Board. 	<p>Complete</p>												
<p>5</p>	<p>ELECTION OF CHAIR – to approve</p> <p>Phillip Kerle acted as Chair for this item and reminded members that Ra Hamilton-Burns had called for nominations for Chair as Ian Comfort’s current term of office will come to an end in the coming February. Ian has served two, 2-year terms and was permitted by the standing orders to stand for a final 2-year term.</p> <ul style="list-style-type: none"> There were no nominations for any member other than Ian Comfort He received four nominations which were seconded It was therefore proposed that he be elected to serve a further two years from 22 February 2023 <p>AGREED: IAN COMFORT WAS APPOINTED AS CHAIR OF THE BOARD OF EALING, HAMMERSMITH, AND WEST LONDON COLLEGE FOR A PERIOD OF TWO YEARS TO 21 FEBRUARY 2025</p>													

Ian Comfort thanked the Governors and said he was honoured to serve the College and Board for a further two years.

8.1 ANNUAL REPORT AND FINANCIAL STATEMENTS 2021/22

This item was taken early in the agenda in order that Shachi Blakemore could withdraw to attend other Board meetings.

Shachi Blakemore said that she was delighted to meet the Board members and reminded them that this annual report was the first for Buzzacott as they had been engaged in the summer of 2022. She reported that:

- The Audit opinion is a clean audit opinion
- The audit of pension contributions to the Teachers' Pension Scheme is also a clean audit opinion
- The Regularity audit opinion is overall a clean opinion, but they are signposting the issues with the Learner numbers going forward which is highlighted in the internal statement of controls.

She thanked the finance team and Maxine Deslandes for their support during the audit which had been robust as Buzzacott were reviewing items for the first time as the new external and regularity audit firm.

- Assets appear to have gone up by £31m but this is an anomaly due to the pensions valuation. This may be a different position at the same point next year
- When adjustments are made the College has made a deficit of £276k
- The financial health is 'good'
- The basis on which the Financial Statements are adopted this year is without any material uncertainties.

Ian Comfort said that the financial health rating of 'Good' represents a considerable journey and he thanked the Finance Team and Executive Team for the hard work this had entailed. Anil Nagpal said the journey from 'inadequate' to 'good' was a considerable achievement. Ian Paxton echoed this sentiment for a job well done and confirmed that it had been a long, arduous process with an outcome which is a testament to the hard work of Anil Nagpal and colleagues.

Anil Nagpal reported that there is a deficit but when we take into account the one-off, accelerated depreciation. the underlying operating position is a surplus of £0.2m.

- Cash is overstated due to the capital programme this year which will be spent
- The cash ratio of 1.9 is pleasing and the highest it has been
- The EBITDA above 7% is also strong
- Borrowing as a percentage of income has gone up to 47.3 % due to the restatement of the loan which includes the £2m clawback
- The College is a going concern with no material uncertainty

Anil Nagpal thanked Shachi Blakemore and the team at Buzzacott and his finance team for the excellent hard work.

AGREED: THE BOARD AGREED TO APPROVE THE POST-AUDIT MANAGEMENT LETTER (FINANCIAL STATEMENTS AND REGULARITY) TO THE BOARD AT ITS MEETING ON 13 DECEMBER 2022 FOR SIGNATURE BY THE CHAIR AND CAO

AGREED: THE BOARD AGREED TO APPROVE THE AUDIT REPRESENTATION LETTER TO THE BOARD AT ITS MEETING ON 13 DECEMBER 2022 FOR SIGNATURE BY THE CHAIR AND CAO

AGREED: THE BOARD AGREED TO APPROVE THE RSAQ AND THE RSAQ PART B TO THE

BOARD AT ITS MEETING ON 13 DECEMBER 2022

AGREED: THE BOARD AGREED TO APPROVE THE EALING, HAMMERSMITH AND WEST LONDON COLLEGE FINANCIAL STATEMENTS TO THE BOARD AT ITS MEETING ON 13 DECEMBER 2022 FOR SIGNATURE BY THE CHAIR (AND WHERE APPROPRIATE THE CAO)

AGREED: THE BOARD AGREED TO ACCEPT THE ANNUAL REPORT OF THE AUDIT COMMITTEE

Ian Comfort thanked Shachi Blakemore for attending the meeting and for her support of the College.

Shachi Blakemore left the meeting at 18.30

5 STRATEGIC REPORTS

5 CEO report

Karen Redhead offered updates on the following areas from her report:

- **FE Commissioner intervention**
The College is progressing well against all recommendations. It is expected that the intervention is close to being closed down at the next visit in February 2023.
- **ESFA intervention**
There was a case conference on 20 October with the ESFA territorial team and Frances Wadsworth and Bob Smith from the FE Commissioner's team. The meeting discussed further ongoing support for the College. Further support from CEO of East Kent College has been arranged on areas such as staff appraisals. There had been no new matters.
- **Enrolment updates**
 - **16-19 numbers** slightly up on previous year
 - **ESFA adult** – there will always be clawback, and this will increase as the volume of subcontracting is reduced. The College has negotiated a phased reduction and is permitted to have more than 25% subcontracting in 2022/23.
 - **GLA adult** – is £700k up and the College is hoping for in-year growth.
 - **Apprenticeships** – are down against last year. There is a challenge in recruiting skilled trainers in the construction areas so there is a pipeline of learners waiting to enrol.

Governors asked if they will be receiving a breakdown of recruitment to areas. This is included in the operational plan which contain specific KPIs. The main two are level 3 and 16-18 growth.

Karen Redhead reminded the Board that the FE sector has been reclassified by the ONS into the central government sector on 29 November 2022 with immediate effect. Ra Hamilton-Burns will circulate the ETF/AoC governance ONS presentation of 13 December 2022 which contains some clarification. Karen Redhead confirmed that the College now has to follow the '[Managing Public Money guidelines](#)'.

ACTION: Clerk to arrange a twilight for governors to understand the implications of the reclassification for both the board and the College.

Phillip Kerle asked when governors can expect details of the learner outcomes and achievement rates.

ACTION: RHB to circulate the outcomes report sent to November 2022 C&Q¹

Ian Paxton told the Board that the ESFA will have a meeting with the Executive Team on the implications of the ONS reclassification. Governors asked if there is scope for future regulation to mirror that of Academies. This is potentially the case.

¹ This was completed during the meeting and all Board members have now received the report

5.ii	<p>Strategic and operational planning Karen Redhead will manage this area until the new Deputy Principal takes up post in late February or early March 2023.</p> <p>A couple of points to highlight mindful that there are new governors. This model has been operating for four years.</p> <p>Pages 2 and 3 show two lenses:</p> <ul style="list-style-type: none"> • Page 2 shows all actions and how they are tracking – recognising that these are smoothed over the whole year with touchstones to give early indications. • Page 3 only shows actions due at the 31 October as there is a reporting lag • At the end of the year both tables will show a whole year <p>Page 4 shows the financial objectives with comments under progress actions:</p> <ul style="list-style-type: none"> ○ The KPIs can only be measured at year end but this is monitored monthly. ○ The item for ‘Finance restructure implemented and vacancies filled’ is not due until the end of December and therefore does not appear in the table on page 3. <p>Page 9 c1.i Governors commented that the recruitment numbers might be reported. KR said that the first report on this comes from R04 and this is included in the CEO report as it isn’t due for reporting in the operational plan. The Board asked for granular detail for recruitment by campus. Karen Redhead explained that the College focuses on 16-18 numbers overall and Level 3 within that. The focus on Ealing campus is a legacy strategic focus. The next report to the Board will give the update as of the 30 November 2022 and KR suggested that electronic updates might be sent between meetings.</p> <p>ACTION: KR to send updates to the board on recruitment between meetings.</p>
7	FINANCIAL AND OPERATIONS
7.1	<p>Management accounts</p> <ul style="list-style-type: none"> i. September 2022 management accounts and commentary ii. October 2022 management accounts and commentary <p>It was agreed that reporting would be made against the most recent, October management accounts. Anil Nagpal reported a great deal of detailed work on the management accounts which are incorporated in the accounts including an adjustment of £0.5m on energy costs and the bottom £360k adverse variance. The forecast is now saying £2.7m against a budget of £2.3m.</p> <ul style="list-style-type: none"> • Income is up to £1.2m due to additional grants • Pay has move adversely £0.4m • Non pay has moved adversely by £1.6m • Accelerated depreciation for Park Royal has been split between 2021/22 and 2022/23 which gives a favourable movement <p>Net impact is the £360k adverse variance and there is detailed analysis in the commentary.</p> <p>Governors asked if the College is likely to get clawback for achievement rates from the prior year due to last year’s retention. Anil Nagpal said the College is not projecting any clawback for 2022/23. Karen Redhead said this would come in through a reweighting rather than a clawback, but it is not anticipated. There was no clawback on the GLA AEB and a little bit of clawback on the ESFA AEB as the College is unable to earn the entire allocation due to the split made at the point of devolution.</p> <p>The Board asked if the College had planned actions to mitigate and reduce the adverse variance by the end of the year. Anil Nagpal said that all avenues will be explored but there are many external factors which make it challenging. Phillip Kerle asked if the prior issues with clawbacks have been</p>

	<p>eradicated due to programmes being under-delivered. Karen Redhead reminded the Board that the College is only experiencing clawback from the ESFA adult funding stream, and the College was trapped into a legacy situation when the budget was split into devolved and non-devolved by learner postcodes. This resulted in an anomaly that the split was based on historical figures and £3.2m of funding was trapped in ESFA non-devolved whilst the College is very much within the GLA geographical area. This coupled, with the ESFA drive to reduce subcontracting, has made it difficult for the College to earn the entire allocation. Karen Redhead confirmed that there will be a £400k ESFA clawback but this is taken account of in the forecast.</p> <p>Governors asked if all efforts are being made to drive income growth to match the strategic objectives for Ealing and Level Three. Karen Redhead said the College is striving for growth but the 16–18-year-old cohort has been impacted by the pandemic. Her CEO report shows that this cohort has grown since last year and significant growth is increased for GLA adults by £700k. The College will apply to the GLA for in-year funding. James Taylor said the capital investment received will support students as College had recognised the fact that IT equipment 8-10 years old had deterred learners from enrolling.</p>
7.2	<p>Confirmation of going concern</p> <p>Phillip Kerle reported that the going concern position had been scrutinised at the Finance and General Purposes Committee. Anil Nagpal confirmed that the management accounts and cashflow projections show that the College has sufficient cash to cover their liabilities at the present time.</p> <p>AGREED: THE CORPORATION AGREED THAT, TO THE BEST OF ITS KNOWLEDGE, THE COLLEGE IS OPERATING AS A GOING CONCERN.</p> <p><i>Item 8 had been taken earlier in the meeting.</i></p>
9	<p>CURRICULUM AND QUALITY</p>
9.1	<p>SAR</p> <p>James Taylor presented the paper which had been validated by members of the Curriculum and Standards Committee.</p> <ul style="list-style-type: none"> • The area for ‘personal welfare and behaviour ‘ has improved • Rest of areas are requiring improvement • Distance learning is inadequate. <p>Robin Ghurbhurun reviewed the SAR and agreed with the gradings, and the Curriculum and Standards Committee is recommending it to the Board. The Committee recognised the improvement in Teaching, Learning and Assessment is yet to have impact on the outcomes. Achievement is lower than forecast for level 2 and 3 adults and young people, The Committee recognised that this position is post pandemic and that there is currently a cost-of-living crisis which has an effect on recruitment.</p> <p>Governors commented that the College assesses as ‘Requires Improvement’ in 2020/21 and is assessing the same in 2021/22 but asked if there are any signs of improvement. James Taylor said the College uses the Ofsted Education Inspection Framework for its SAR but behind this there is a heatmap which had been scrutinised by the Curriculum and Standards Committee which shows an upwards movement in many areas.</p> <p>AGREED: THE BOARD AGREED THE SAR REPORT FOR 2021-22</p>
10	<p>OTHER REPORTS</p>
10.1	<p>Equality and Diversity annual report</p> <p>This was also presented to the Curriculum and Standards Committee and is being recommended. James Taylor explained that the report had been to the C&Q Committee and offers an overview of the College’s performance for 2021/22, looks at the objectives and benchmarks against local demographics. This was based on GLA predictions and since then the data has been released and is very similar. The report also celebrates EDI activities throughout the year.</p>

	<p>The report will be published on the College website. Robin Ghurbhurun said that it is interesting that there is no variations of significance or no challenges in narrowing performance gaps.</p> <p>AGREED: THE BOARD AGREED THE EQUALITY AND DIVERSITY REPORT FOR 2021-22</p>
10.2	Whistleblowing policy – deferred
10.3	<p>Risk management and risk register and overview</p> <p>The updated risk register is included in the pack. The Board was updated in October 2022 and there is little change from that report which still details 22 high-level risks. The scoring is very similar with the only change is an increase to risk 14 which has upgraded to a medium risk.</p> <p>AGREED: THE BOARD AGREED THE RISK MANAGEMENT REPORT AND REGISTER REPORT FOR 2021-22</p>
11	<p>Recommendations from Committees</p> <p>The Board was asked to approve en bloc the following papers which are in the appendix – recommendations from Committees:</p> <ol style="list-style-type: none"> 1. Curriculum and Quality Committee <ol style="list-style-type: none"> i. Safeguarding policy & list of changes ii. QIP cover & and QIP Plan iii. Equality, Diversity, and inclusion annual report 2021/22 iv. SAR 2021/22 (item 9.1) v. HE Strategy - deferred vi. HE performance report 2. Audit Committee <ol style="list-style-type: none"> vii. Annual report of the internal auditors viii. Draft annual report of the audit committee ix. Disaster recovery cover and policy x. Internal audit plan for 2022/23 3. Audit and FGP committee jointly <ol style="list-style-type: none"> xi. The post-audit management letter (financial statements and regularity) xii. The audit representation letter xiii. The Regularity self-assessment questionnaire. xiv. Strategic report and financial statements 2021/22 xv. All taken under Item 8 4. Finance and General Purposes Committee <ol style="list-style-type: none"> xvi. Going concern Item (item 7.2) <p>AGREED: THE BOARD AGREED TO THE COMMITTEE RECOMMENDATIONS LISTED ABOVE</p>
11.2	<p>Curriculum and Quality Committee - 23 November 2022</p> <p>There are some changes from KCSIE, and these have all been incorporated into the Safeguarding policy. Chris Nixon had incorporated all of these.</p>
9.4	<p>Finance and General Purposes Committee- 29 November 2022</p> <p>All matters have been covered in earlier matters. The additional point to note is that notice has been served on the Park Royal lease and progress is on track to move out of the premises. This is critical to the College finances.</p> <p>The Board thanked the team who are working hard on this project.</p>
9.5	<p>Audit Committee - 29 November 2022</p> <p>Anil Nagpal reported that the annual report from Mazars has also been circulated. The internal audit plan has also been agreed.</p>

10	<p>Any urgent other business</p> <p><u>Governors' Links Visits 2022/2023</u></p> <p>James Taylor presented the paper which outlined a plan for governors to engage more with the College. The original date of 8 May set aside for a governor visit day is now a bank holiday for the Coronation. This programme will augment the current link governors' role and enable others to get a wider involvement.</p> <p>Ian Comfort said that this calls for a commitment from each governor to visit the College at least once each year. Board members agreed to this from January 2023. This should be arranged through Lesley Venables, the new interim Governance Professional.</p> <p>ACTION: LV to invite governors to contact her to arrange College visits.</p> <p>Chris Saul commented that he had found that there is value for governors to attend on the same day if it is possible. Karen Redhead said that this can be attempted but had not proved successful in the past. It was suggested that smaller groups might be arranged.</p> <p>The Board asked if there is a monitoring schedule and forms for visits. Karen Redhead suggested that the Governance Professional draws up pro-forma which can be completed and shared with the Board members. The Governance Professional will maintain a record of Governor Visits. Phillip Kerle said that at his other College there is a specific week of walks during which governors attend to visit faculty areas which is very effective and focussed.</p> <p>ACTION: RHB to send LV a copy of the Governor protocol. ACTION: LV to draw up a visit pro-forma and maintain a list of governor visits</p>
11	<p>Meeting evaluation</p> <p>Members thanked Debbie Stephenson and Ra Hamilton-Burns for their contributions and all the work they had done. They will be missed by the Board and the College.</p> <p>Virginia Mukandi said that there was a great deal of information and thanked members for the warm welcomes.</p> <p>Ian Comfort thanked the Board members and Senior Team for their hard work during the year and wished them a very happy festive season and well-earned break.</p> <p>ACTION: Debbie Stephenson will forward the Safeguarding Governor tracking form to James Taylor and Chris Nixon.²</p> <p><i>The meeting closed at 19.30</i></p>
12	<p>DATE OF NEXT MEETING</p> <ul style="list-style-type: none"> • Corporation conference and meeting 24 January 14.00 – 19.00 – postponed • 28 March 2022 at 18.00

² This is complete and a copy was also sent to the generic clerk email