

Minutes - APPROVED



Meeting	Corporation
Date	07 October 2019
Time	5:00pm
Venue	E2.01

Corporation members present	In attendance (specific attendance indicated in brackets)
Paul Birch Rosie Beswick Dan Blasczyk, Staff governor (except Items 14.3 and 17) Gail Bleasby, Vice Chair Corin Crane Graham Guest, Principal (except Item 14.3) Paul Hinkins, Chair Geoff Layer Chris Pallett Jim Welch, Staff governor (except Items 14.3 and 17)	Laura Arscott, Finance Manager (Item 6) Stephanie Morley, Clerk to the Corporation (except Item 14.3) Celia Robotham, Assistant Principal (Items 8-11) Janet Stephens, Deputy Principal (except Item 14.3) Rachel Wilson, Assistant Principal (Items 9-11)

No.	Item	Action								
CORPORATION BUSINESS										
1.	Welcome, introductions and apologies									
	The Chair welcomed everyone to the meeting. As all governors were in attendance, no apologies had been received.	<i>Clerk to update register</i>								
2.	Procedural matters									
2.1	<u>Declarations of interest</u> The Clerk reported no declarations had been received in advance and the following standing declarations were noted: <ul style="list-style-type: none"> - P.Hinkins, as Managing Director of Business Watch Guarding and Deputy Chair of the Marches Local Enterprise Partnership - G.Layer, as the Vice Chancellor of the University of Wolverhampton 	<i>Clerk to update register</i>								
2.2	<u>Confidential matters</u> It was agreed there was a need to hold the following items in Confidential session:	<i>Clerk to update register</i>								
	<table border="1"> <thead> <tr> <th>Item/report</th> <th>Reason</th> </tr> </thead> <tbody> <tr> <td>14.2 – Report of the Search Committee</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)</td> </tr> <tr> <td>14.3 – Report of the Remuneration Committee</td> <td>17.2(a) – a named person employed at or proposed to be employed at the institution; and 17.2(c) – the Clerk</td> </tr> <tr> <td>17 – Minutes of the Confidential session and matters arising</td> <td>17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)</td> </tr> </tbody> </table>	Item/report	Reason	14.2 – Report of the Search Committee	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	14.3 – Report of the Remuneration Committee	17.2(a) – a named person employed at or proposed to be employed at the institution; and 17.2(c) – the Clerk	17 – Minutes of the Confidential session and matters arising	17.2(d) – any matter, by reason of its nature, should be dealt with on a confidential basis (general)	
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3.	Minutes of the last meeting and matters arising									
3.1	<u>Minutes of the last meeting</u> The minutes of the meeting held 09 July 2019 were APPROVED as a true record.	<i>Clerk to update register</i>								

3.2	<p><u>Matters arising report</u></p> <p>The Clerk presented the Matters Arising report to the Corporation and the following updates were provided further to the report:</p> <p>Mar19-07: The Clerk reported she had begun internal discussions regarding setting up a board management system on Moodle and a brief had been provided.</p> <p>Mar19-10: G.Guest reported the college had not yet been made aware of the outcome of the LEP funding audit.</p> <p>Jun19-04: G.Guest reported, following a review of the trial closure of A Block entrances throughout the summer term to create a single point of entry via E Block, permanent closure had been implemented. There were no instances of security concerns and students felt safe on the campus. He reported over the summer break there had been unauthorised access to the college grounds – this had been resolved quickly and had resulted in a review of campus security arrangements.</p> <p>Jul19-04: The Clerk reported the Financial Regulations had been updated as per the action and had been uploaded to the college’s website.</p>	
4.	KPI dashboard	
	<p>J.Stephens presented the monthly report and highlighted:</p> <ul style="list-style-type: none"> - The report had been adapted for the new academic year and included the 2018/19 actual figures and year-to-date data where available - Aspirational targets had been included within the dashboard alongside the (TU) minimum targets - Self-assessment for overall effectiveness and outcomes for learners had been rated as Grade 2 and met the minimum target - Apprenticeships: to date in-year enrolment was 32 behind the Aug/Sept 19 target; however there was no deficit in income and £3.5m income was still forecast - ESFA-funded learner numbers were behind target - HE learner numbers had not achieved target, resulting in £360k income needing to be recovered - Attendance was still below the aspirational target of 90% but had improved across the board in comparison to last year’s attendance - Estates utilisation would be reviewed once the final numbers were known <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted the different apprenticeships numbers/targets within the meeting papers and asked for clarification. J.Stephens explained the income target of £3m was from the financial plan and £3.9m was the aspirational target within the curriculum plan. It was noted the figures shown in the dashboard were cumulative, however new starts were set out in the monthly management accounts.</p> <p>The Corporation noted the HE enrolment target had not been met for a second year and asked if lessons learnt were been used to plan for improvement. G.Guest noted early indications showed the lower than expected enrolments were primarily in one subject area, where more learners had chosen to follow a higher apprenticeship route. The HE team had been asked to produce a plan, with a focus on setting realistic targets and improving presence/branding throughout the college. The Corporation noted the numbers of 18 year olds was at its lowest point in recent times.</p>	

	<p>The Corporation asked what the financial impact of not achieving the HE enrolment target was. J.Stephens confirmed this was £360k.</p> <p>The Corporation noted the college was performing well considering national/regional apprenticeships performance and the increase in local sixth form competition over the last two years.</p> <p>The Corporation referred to the KPIs included within the Apprenticeships Strategy presented to governors at the last meeting and asked for them to be included within the reports to the Corporation. G.Guest confirmed they would be included either within the dashboard or the management accounts.</p>	<p><i>ELT to ensure KPIs are incorporated into the reports</i></p>
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CORPORATION BRIEFING

5.	The new Ofsted framework	
	<p>J.Stephens delivered a presentation to the Corporation regarding the new Education Inspection Framework (EIF) covering:</p> <ul style="list-style-type: none"> - Significant changes and the new grading sequence - The new framework (based on published guidance) - The college’s approach - What this means for Corporation members <p>J.Stephens informed the Corporation a number of colleges had already been inspected under the new EIF – she and G.Guest would be visiting one of these colleges to learn from their experience. She reported a piece of work had been commissioned that would evidence the positive impact of the college within the local area.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked what the timescales for inspection were for the college. G.Guest explained a college would be inspected within three years of its merger, therefore an inspection was due before December 2020.</p>	

FINANCIAL HEALTH

6.	Management accounts to 31 July 2019	
	<p>L.Arscott presented the management accounts for the period ending 31 July 2019. Income was £21.2m, which was £513k adverse to budget – an improvement from the following month.</p> <p><u>Key risks:</u></p> <p>Forecast outturn (Green) – the draft outturn for 2018/19 was a loss of £393k. The P7 forecast outturn for the year was a deficit of £616k, versus a budgeted deficit of £1m.</p> <p>Apprenticeship income (Red): budget remained high risk due to lower than planned recruitment and the draft figure of £2.281m was subject to the final funding claim. A more conservative income target had been incorporated into the 2019/20 budget.</p> <p>AEB income (Green): the allocation of £5.683m had been confirmed, therefore the original budget of £5.346m had been achieved.</p> <p>HE income (Red): this remained a red risk due to the single enrolment period.</p>	

	<p>Pay costs (Green): the full year cost, including the cost of living increase and an increase in the living wage, was £13.7m versus a budget of £14.8m.</p> <p>Cash (Amber): the year ended with a cash balance of £1.4m, however this remained an amber risk – the lowest point in April there was £274k in the bank, with an overall headroom of £774k.</p> <p>Whitehouse Hotel (Red): the delay to the sale had not impacted on loan repayment timescales agreed with the bank; however the delay had resulted in increased interest charges and continued uncertainty for staff at the hotel.</p> <p>TU KPIs (mainly Green): the EBITDA was rated as amber as was marginally below target, however as a percentage of income the target was met. CFADS was also rated as amber due to the combined effect of delays in 2017/18 cash outflows in relation to relocation capex and acceleration of 2018/19 capex.</p> <p>Bank covenants (Green): J.Stephens reported that although the bank considered the covenants had been met, there had been a technical breach due to an unexpected impact after waiving the covenants in the first year. This was being addressed by the bank and a letter of comfort was being prepared.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked why Cash had an amber risk rating when the year ended with £1.4m in the bank. L.Arscott explained the rating had been applied due to the low cash point in the year.</p> <p>The Corporation asked for the monthly wage bill – L.Arscott reported this was £1.2m.</p> <p>The Corporation asked if the reasons for the £102k overspend for travel and subsistence were known. L.Arscott explained this related to accommodation expenses for apprenticeships assessors, which was under review.</p> <p>The Corporation questioned consultancy fees being adverse to budget and asked if this had been planned. L.Arscott explained this had been an ambitious budget and overspend had been partly covered by restructuring funding from the TU. The consultancy expenditure had been planned but was unable to be funded by external funding. J.Stephens reported she would look into this to provide clarification.</p> <p>The Corporation asked for an explanation on the significantly higher staff recruitment costs. L.Arscott explained this was due to difficulties in recruiting to specialist posts, incurred fees and commission paid to agencies if staff became permanent.</p> <p>L.Arscott asked Corporation members whether their organisations could offer industry placements to students and to make contact with the Clerk if this was a possibility.</p>	<p><i>Deputy Principal to investigate</i></p> <p><i>Corporation members to make contact if able to provide placement</i></p>
<p>7.</p>	<p>2019/20 enrolment</p>	
	<p>The Corporation noted this had largely been covered under Item 4 and the following questions were asked:</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation noted the different targets for 16-18 and asked for clarification. It was explained performance would be tracked against the target of 2042, which was the figure within the curriculum plan. Other figures referenced in the reports were 2024</p>	

	<p>(TU target) and 2142 (the college’s aspirational target). As per the earlier discussion, it was agreed this would be clarified within reports.</p> <p>The Corporation about the confidence level in achieving enrolment targets. G.Guest noted the main impact would be on next year’s funding, as funding was lagged, and that work would take place to review the bandings to reduce the financial impact. He noted it was important to maintain momentum given the increasing local competition. J.Stephens added the base rate would be increasing next year by 4.7%, which would help to mitigate the income reduction.</p>	
TEACHING, LEARNING & ASSESSMENT		
8.	Higher Education update	
	<p>The Chair introduced C.Robotham to the meeting, who had joined the college as the new Assistant Principal (Cross-college & Student Voice) over the summer.</p> <p>C.Robotham informed the Corporation a quality standards review of higher education was being undertaken on 08/09 October 2019 by the Quality Assurance Agency (QAA). The review would look at the student journey from enrolment to completion and in particular would cover admissions, complaints, achievement and engagement. The QAA would meet with students and staff and would also look at marked work and the handbook for HE students. The college would be informed of the outcome in writing within the next 2-3 weeks and the result would be either ‘met’ or ‘not met’.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>There were no questions and the Chair thanked C.Robotham for her update.</p>	
9.	Learning, teaching and assessment update	
	<p>The Chair introduced R.Wilson to the meeting, who had been appointed as the Interim Assistant Principal (Study Programme) over the summer.</p> <p>R.Wilson reported the year had started well, with a series of learning walks (by T.Noonan and P.Stone) focused on student induction. The staff induction process had been improved, with new teaching staff members being assigned a ‘buddy’. Staff previously identified as being ‘at risk’ were receiving additional support and further learning walks to help identify areas for improvement. She reported the college was in an improved position compared to the same time last year and would continue to focus on developing areas of improvement. The first curriculum review of 2019/20 had taken place – Sport & Public Uniformed Services. This had been a good process, where staff members had enjoyed learning alongside and supporting one another.</p> <p>R.Wilson informed the Corporation the focus for the year ahead was:</p> <ul style="list-style-type: none"> - Continuing curriculum reviews - Focused meetings on sharing good LTA practice - Looking at how The Orange Tree could bring teams and departments together help improve the college’s social impact - Creating a base room for CPD, meetings and sharing good practice - Informal events for all new starters - A CPD session on 04/11/19 focused on LTA and the new Ofsted EIF <p>CORPORATION QUESTIONS/COMMENTS</p>	

	<p>The Corporation asked if the LTA meetings were mandatory. R.Wilson confirmed they were in the first instance – the meetings took place every 2-3 weeks. An operational working group was also being established, which would meet for the first time after the half-term break.</p> <p>The Corporation asked what took place during a learning walk. R.Wilson explained this involved a manager/LTA lead who would observe a lesson or activity for approximately 15 minutes and highlight good practice/develop recommendations for improvement.</p> <p>The Corporation asked which department was performing well; which was the most improved; and which was currently in need of most improvement in LTA. R.Wilson reported the best performing area was Public Uniformed Services and the most improved was Hair & Beauty, which had experienced challenges but over the year had improved attendance and were focused on raising profile and standards. The Construction & Engineering departments had been through a significant amount of change over the past year and had been highlighted as being in need of attention. Physically the departments were on the outskirts of the campus so a decision had been taken to improve SLT presence, conduct more learning walks and ensure the right support was being offered to the new learner managers covering those areas.</p> <p>The Corporation asked what was transferrable across the college. R.Wilson explained much of the good practice shared was transferrable and applicable to the majority of the college. Learning from each other was leading to significant improvements.</p> <p>The Corporation asked how the college engaged with students who were not on-site on a full time basis. R.Wilson explained historically this primarily related to adult students and an assumption had been made they did not need the same level of support and engagement. This view had changed and the same level of support, information and engagement was now provided for all students to ensure they felt part of the campus.</p> <p>The Corporation asked for clarification regarding expectations on students regarding attendance. R.Wilson reported this was 100% but acknowledged improvement was needed in terms of communicating this message throughout the academic year. There was significantly more focus on attendance now – strategies were in place to address this and students were being recognised for 100% attendance. A reward system for good attendance was being piloted, alongside a focus on the implications of non-attendance for their work and potentially future employment.</p> <p>There were no further questions and the Chair thanked R.Wilson for her update.</p>	
10.	Safeguarding update	
	<p>C.Robotham presented the safeguarding report and highlighted the following:</p> <ul style="list-style-type: none"> - Safeguarding had been re-branded as BeSafe and was now located in the Learning Resource Centre with Student Services - Twelve Designated Safeguarding Leads (DSLs), known as the BeSafe team, had been trained to Level 3 and wore a BeSafe badge to ensure they were easily identifiable - All students had received BeSafe information as part of their induction, ensuring all students knew how to make a referral - The reverse of students’ ID badges included BeSafe contact information - A cross-college tutorial programme was in place – six events would take place throughout the year, the first of which was delivered at the Freshers’ Fair - A wellbeing advisor, focused on student mental health, was being recruited 	

	<ul style="list-style-type: none"> - A smoothwall software update had taken place to improve online security - A student had been diagnosed with TB over summer, resulting in the college working with Public Health to ensure anyone who had been in contact with the student were safe. The student had been treated and was back at college <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked if the reason for reported incidents increasing was a result of DSLs wearing a BeSafe badge. G.Guest reported he felt this was down to a greater profile of safeguarding throughout the college.</p> <p>The Corporation asked how many DSLs had been in place prior to the rebranding and if the role was mandatory for certain positions. C.Robotham explained there had previously been twelve (the same number) but there had been personnel changes. She reported all DSLs undertook the role on a voluntary basis.</p> <p>The Corporation asked if the data within the report only related to new cases. C.Robotham responded there would be ongoing cases included within the figures as they were carried over. It was agreed this would be checked and clarified at the next meeting as it was important for Corporation members to be clear about the information being presented.</p>	<p><i>Asst Principal (CC&SV) to clarify data reported</i></p>
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LEADERSHIP & GOVERNANCE

11.	Management report	
	<p>G.Guest presented the management report and highlighted the following:</p> <ul style="list-style-type: none"> - The quarterly case conference with the ESFA took place on 16 September 2019, which had been a positive meeting involving robust questioning - A good meeting had taken place with Barclays on 26 September 2019 to discuss the college's progress - The West Midlands Combined Authority (WMCA) had an increasingly important role in relation to FE following the devolution of AEB to regions - Discussions relating to finding a new sponsor/trust for the Kickstart Academy were progressing - The college had been selected to undergo an ESF compliance audit for the delivery of education and training during 2015/16, 2016/17 and 2017/18 - The college had been successful in its reapplication to be on the Register of Accredited Training Providers (ROATP), which was necessary for accessing apprenticeship funding - The Ambition Centre (previously Employer Engagement and Apprenticeships) was officially being launched on 25 October 2019 at an employer event. Early successes of the new centre included almost 100 16-18 apprentices being on roll, compared to 40 this time last year, and a commitment to having students interview-ready within 48 hours - Work with a number of NHS trusts across the Midlands continued - For its first year, 52 students had been recruited for the Aviation Programme, with delivery taking place across both the college and RAF Cosford <p>G.Guest reported the 2018/19 achievement data was being finalised but would not be significantly different from the data within the report. He highlighted the following:</p> <ul style="list-style-type: none"> - Overall achievement was 88.2%, an improvement on the previous year's figure and higher than the national average - 16-18 achievement had fallen to 81% (from 83.2%), largely in functional skills which would now be an area of focus 	

	<ul style="list-style-type: none"> - 19+ achievement had risen to 91.2% - Apprenticeship achievement was good, with improvements across all age groups and both timely and overall - The overall apprenticeships achievement rate was predicted as 72.8%, an improvement of 4.1% from last year - The timely apprenticeships achievement rate was predicted as 68%, an improvement of 8.5% from last year - Functional skills data for 19+ was still being received so the final results will change, however available data was showing a drop in functional skills achievement. This would be focused on heavily within the SAR - Although above national average, there had been a reduction in the overall achievement rate for high grades. This had been seen across both English and maths - Value added data had not shown an improvement, which was unexpected. This would be unpicked and analysed so that more could be understood <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked for further information about the WMCA and allocation of AEB. G.Guest explained it was complicated due to Telford and Wrekin having no official representation and only attending meetings as a non-constituent member. At this time, the borough had little influence in regional decision making. G.Guest suggested this be part of the discussions at the upcoming strategic planning session (date to be confirmed following postponement of original date).</p> <p>The Corporation asked how value added was measured and what the value of -0.51 represented. G.Guest explained it was calculated by looking at students' starting points, improvement during their time at college and finally their end points. A third party had been commissioned to undertake this work, which at this point had only been produced for Level 3 but the results prompted the need to look at this more widely. Corporation members agreed they needed to improve their understanding of this important measure and would benefit from a briefing on value added prior to an upcoming meeting.</p>	<p><i>Clerk to add to forward plan/ELT to organise</i></p>
<p>12.</p>	<p>Policy review</p>	
	<p>J.Stephens presented the draft policies and explained, after going through the internal processes, they now needed formal approval by the Corporation.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation requested all future versions of policy reviews be presented in track changes format so they could easily see how the policy had been amended/updated.</p> <p>The Corporation asked for clarification regarding the production of the action plan for the Business Continuity & Disaster Recovery Plan. J.Stephens confirmed this was already in development.</p> <p>The Corporation APPROVED the following policy documents:</p> <ul style="list-style-type: none"> - Health & Safety Policy; - Equality, Diversity and Inclusion Policy; - Learner Support Bursary Fund Policy; - Business Continuity & Disaster Recovery Plan; - Anti-Bribery Policy; - Conflict of Interest Policy; and - Freedom of Speech Code of Practice 	<p><i>ELT to implement</i></p>

13.	Corporation Handbook – annual review	
	<p>The Clerk presented the annual review of the Corporation Handbook and referred to the summary of the proposed amendments within the report, which were accompanied by a track changes version of the document. She explained the majority of the proposed changes were minor, with the exception being the reduction of the standard terms of office from three to two as per a recommendation from the Office for Students (OfS). This would require a change to the Corporation’s Instrument & Articles of Governance, as indicated in the report.</p> <p>CORPORATION QUESTIONS/COMMENTS</p> <p>The Corporation asked whether a change to the Instrument & Articles would require approval from another body. The Clerk confirmed this was not the case and could be changed by approval from the Telford College Corporation.</p> <p>The Corporation APPROVED:</p> <ul style="list-style-type: none"> - The minor changes outlined in the report; and - The change to Instrument 9.2, per the recommendation from the OfS, to reduce the standard number of terms served by a Corporation member from three to two 	<p><i>Clerk to confirm changes and publish</i></p>
14.	Reports to the Corporation	
14.1	<p><u>Staff governors</u> J.Welch informed the Corporation his planned updates had been covered by R.Wilson.</p> <p>D.Blasczyk reported the new student badges (bright pink for the majority of students) had made an impact as it was now much easier to identify individuals not wearing college ID. Security colleagues were now welcoming students onto the campus and there was a much calmer environment. This year’s enrolment had been much smoother and the partnership with the Football Association was working well. He asked if the amount of time taken to consider staffing requests could be reviewed as he was awaiting a decision relating to staffing for student enrichment. J.Stephens reported decisions were made on a weekly basis at Staff Matters; however, she would speak with colleagues to check on this request.</p>	<p><i>Deputy Principal to check on staffing request</i></p>
FINAL BUSINESS		
15.	Self-assessment and reflection	
15.1	<p><u>General improvements/better ways of working</u> It was suggested the KPI dashboard would be presented on the smart board as well as within the meeting packs.</p> <p>The Corporation noted the benefit of SLT members presenting their reports and being at the meeting during the discussions.</p> <p>The Corporation requested the financial information presented at the meeting (not within the report) be focused on the executive summary. The full report within the meeting papers would continue to be provided to allow Corporation members to highlight areas for more detailed discussion where/when appropriate.</p>	<p><i>Clerk to set up</i></p> <p><i>Interim Director of Finance to implement</i></p>
15.2	<p><u>Risk identification</u> It was agreed Telford and Wrekin’s lack of influence on the decision making of the West Midlands Combined Authority be added to the strategic risk register.</p>	<p><i>Deputy Principal to add to register</i></p>

16.	Any other business	
	<p>The Corporation asked whether there would be value in adding marketing-related KPIs into the dashboard. It was suggested a more valuable discussion might be the marketing strategy in general to improve the Corporation's understanding of the college's marketing activity and G.Guest agreed to consider how best to present this at a future meeting. It was also noted marketing featured within the internal audit plan for 2019/20 and would therefore be undergoing an audit later that year.</p>	<p><i>G.Guest to consider and action for future meeting</i></p>
<p>CONFIDENTIAL ITEMS</p> <p>A separate, more detailed minute of the Confidential session was taken</p>		
14.2	The report of the Search Committee	
	<p>A report from the Search Committee was tabled, which set out the committee's recommendations following the governor interviews on 03 October 2019. The Chair informed the Corporation the agency engaged to support the college with the recruitment and selection process – Peridot Partners – had sourced a good selection of candidates and a total of six individuals were interviewed, three of which were recommended for appointment. The Corporation discussed the recommendations.</p> <p>The Corporation APPROVED the following appointments:</p> <ul style="list-style-type: none"> - L.Biffin as a member of the Corporation and Finance link governor; - W.Farrington-Chadd as a member of the Corporation and Chair of the Audit Committee; and - R.Matthews as a member of the Corporation 	<p><i>Clerk to make contact and initiate induction</i></p>
17.	Minutes of the last meeting (Confidential session) and matters arising	
	<p>**D.Blasczyk and J.Welch left the meeting at this point**</p>	
17.1	<p><u>Minutes of the last meeting</u></p> <p>The minutes of the Confidential session during the meeting held 09 July 2019 were APPROVED as a true record.</p>	
17.2	<p><u>Matters arising</u></p> <p>An update was provided on the sale of The Whitehouse Hotel.</p>	
14.3	The report of the Remuneration Committee	
	<p>**G.Guest, S.Morley and J.Stephens left the meeting at this point**</p> <p>The Chair of the Remuneration Committee updated the Corporation on the meeting held on 01 October 2019.</p> <p>The Corporation APPROVED the recommendations of the Remuneration Committee.</p>	<p><i>Chair to action</i></p>

The meeting closed at 7:30pm