

Further Education Corporation

Approved Minutes

Minutes of a Meeting of the Further Education Corporation held at the Basildon Campus on Monday 3 December 2018 at 6.05 pm.

Present: Mr D O'Halloran (Chairman)
Ms O Buck
Dr R Gray
Ms A-L Harding
Mr T Knight
Mr R Launder
Ms J McGee
Ms A O'Donoghue CBE
Mr R Patterson
Ms E Ponce
Ms J Twinning
Mrs G Williams

In Attendance: Mr A McGarel (Deputy Principal & Chief Executive)
Mr S Smith (Vice Principal, Corporate Resources)
Mr P Moore (Director of Finance)
Ms S Lane (Vice Principal, Curriculum & Quality)
Ms K Mulvey (Vice Principal, Student Support)
Mr R I Millea FCA (Clerk to the Corporation).

1. Appointment of new FE Student Governor (Paper FEC.18.23)

The Board **APPROVED** the appointment of Jasmine-jo Twinning as an FE Student Governor of the College with effect from today until 31 July 2019. She will join the Curriculum & Quality Committee. The Clerk **REPORTED** that Jasmine has been given an induction session and joining formalities are in progress.

2. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Dr G Ocen, Mr P Griffiths, and Ms M West.

Hiba Khoury was not present.

The Clerk declared his interest as Clerk to Chelmsford College, Company Secretary of Essex Shared Services Limited and that his wife's cousin is the Clerk to Writtle University College. Mr Launder and Mr McGarel declared their interests as Directors of Essex Shared Services Limited.

3. Urgent Business

There were no items of Urgent Business.

4. (a) Minutes of the Meeting held on Monday 15 October 2018

The Minutes of the Meeting held on Monday 15 October 2018 were **APPROVED** and **SIGNED** by the Chairman.

4 (b) Minutes of the Annual General Meeting of SECS 2017

The Minutes of the Annual General Meeting of South Essex Commercial Services Limited held on 4 December 2017 were **APPROVED** and **SIGNED** by the Chairman of that Company (Mr Launder).

5. Matters Arising from the Minutes

There were no Matters Arising from the Minutes which are not otherwise dealt with on the agenda.

6. Strategic Developments in South Essex (Paper FEC.18.24)

This was deemed to be a Confidential Item under the Instrument & Articles and a separate minute has been prepared in connection with this item and is attached to these minutes.

7. Finance Matters (Paper FEC.18.25)

Items 7(d) and (e) on the Agenda are deemed to be Confidential Items under the Instrument & Articles and a separate minute has been prepared in connection with these items and is attached to these minutes.

7 (a) Annual Report & Audited Financial Statements for the year ended 31 July 2018

The Board **RECEIVED** the following documents for review, comment and approval, presented by the Director of Finance:

1. Annual Report & Financial Statements for the College Group
2. Annual Report & Financial Statements for South Essex Commercial Services Limited
3. KPMG Audit Highlights Memorandum
4. Letters of Representation for the College Group and SECS
5. Letters of Comfort for SECS and Essex Shared Services Limited

The accounts of ESS Limited were provided for information, having been approved by the ESS Board on 27 November 2018 and were signed by the Chairman of that Board (Mr Launder).

All of the above documents had been reviewed by the Policy & Resources Committee on 19 November 2018 and the Audit & Risk Committee on 21 November 2018, save for the Letters of Representation and Letters of Comfort.

Accounts for the year

The Annual Report and Accounts have been finalised and the audit has been completed. The final audited financial statements were therefore **TABLED** for consideration by the Board, including separate accounts for South Essex Commercial Services Limited alongside the Group Accounts.

The Accounts reflect the impact of transactions under FRS102 relating to the Local Government Pension Scheme.

It was noted that the net effect of these LGPS entries is a surplus of Comprehensive Income of £40,319K, arising from the actuarial gain of £7,386K exceeding pension service charges of £1,705K and pension interest charges of £606K, plus the gain on the sale of Nethermayne land and buildings of £35,497K.

The Board noted that the final operating deficit of £545K was broadly in line with the July Management Accounts deficit of £551K.

A reconciliation from the deficit in the July Management Accounts to the final surplus on Comprehensive Income was provided to Members (LGPS movements noted above). The Director of Finance also reported on other detailed points.

The College Financial Health based on these results is Satisfactory and has been confirmed by the ESFA in the Financial Health Letter (see item 7(d) below).

As part of the approval process, the Board specifically **CONFIRMED** that, in their opinion, to the best of their knowledge and belief, and having made appropriate enquiries of senior management, the College consolidated financial statements and the financial statements for South Essex Commercial Services Limited, present a true and fair view of the Group and the Company's affairs as at 31 July 2018 and their results for the year then ended.

The Board **APPROVED**, and **AUTHORISED** the Chairman to sign, Representation Letters for the Group, and SECS as requested by the external auditors, KPMG.

The Board **APPROVED**, and **AUTHORISED** the Chairman to sign, comfort letters, requested by the external auditors, KPMG, wherein the College provides ongoing financial support to Essex Shared Services Limited, and South Essex Commercial Services Limited. The Clerk informed the Board that Chelmsford College as joint owners of Essex Shared Services Limited will also be providing a comfort letter to KPMG.

Taking all the above matters into account, the Board **APPROVED** the consolidated financial statements of the College and the financial statements of South Essex Commercial Services Limited for the year ended 31 July 2018 and **AUTHORISED** the Chairman of the Corporation and the Principal and Chief Executive to sign the College statements on behalf of the Corporation and Richard Launder, as Chairman of SECS to sign those statements on behalf of the Corporation.

The Board **NOTED**, on the advice of the Clerk, that the Report & Accounts of Essex Shared Services Limited, which is a joint venture between the College and Chelmsford College, have been completed, audited and approved by the Board of Directors of the Company. The College's share of the results of the Company for the year and the balance sheet deficit (including pension scheme deficit) is included in the Group Accounts on the equity basis. As Chairman of ESS Limited, Mr Launder has signed the Accounts of ESS.

It was **NOTED** that the approval of the SECS Limited accounts constitutes the business of the Annual General Meeting of the Company for the 2018 year and minutes to that effect have been prepared (see 7 (c) below).

The Board **RECEIVED** the final Audit Highlights Memorandum from KPMG, following review of the first draft by the Audit & Risk Committee.

(At 6.45 pm, there was a brief adjournment to enable the Chairman and the Principal and Chief Executive to sign the Financial Statements of the College Group and related documents and for Mr Launder to sign the Financial Statements of South Essex Commercial Services Limited and related documents)

The Board otherwise **NOTED** the Report.

Going Concern and Cash Flow

Cash balances at 31 July 2018 are positive at £2.806million.

In addition, the Board specifically **APPROVED** the disclosures regarding Going Concern made on page 23 (Members' Report) and 35 (Note 1 to the Accounts) of the Annual Report and Accounts and that, in their opinion, the College will be a Going Concern for the period of twelve months following today.

It was **NOTED** that the external auditors, KPMG, are content with the College's assertions that it is and will remain for the period of twelve months from today, a Going Concern.

7 (b) Management Accounts to 31 October 2018

The Director of Finance **PRESENTED** a Finance Report comprising the Management Accounts for the three months ended 31 October 2018.

The Accounts showed a deficit of £280K against a budgeted deficit to this date of £324K, a favourable variance of £44K.

Total income to 31 October amounted to £9.793 million and total expenditure amounted to £10.074 million.

The Board noted that Financial Health at 31 October 2018, based on these results, shows a score of Satisfactory. The projection remains that the College's Financial Health will be Satisfactory at the end of the current financial year on 31 July 2019 as it was at 31 July 2018, evidenced by the Financial Health Letter received recently from the ESFA.

The Management Accounts included a detailed Commentary on all major lines of income and expenditure, with variances highlighted. The covering Report provided a commentary on the major lines of variance.

The Director of Finance advised that, in future Management Accounts, he will provide an analysis of cash flow between available operating cash and earmarked capital proceeds cash to give clarity as the latter is only able to be spent on new capital works.

In response to a question from Terry Knight, the Director of Finance acknowledged that payroll costs are currently over budget but that there is review of department budgets taking place at present and he felt that this overrun will be reversed. The Director of Finance believed that better control is being exercised over pay costs now.

Terry Knight asked for an update regarding use of agency staff given the cost of such staff and the impact it has had in past years. The PCE said that the College has reduced its need to rely on agency staff to fill gaps but acknowledged that there still remained 'hard to recruit' areas of the curriculum, so agencies will have to be used for the foreseeable future.

The Chair perceived a problem with Apprenticeship data and the Director of Finance said that the totals shown in the Management accounts were correct but the analysis is not entirely right. Management believe that Apprenticeship income is broadly on track to meet the budget for the year and the analysis (which will be corrected) is not covering up a hidden problem.

Sarah Lane said that she is more confident with this year's position to date in respect of Apprenticeships but she agreed that the Board needs to keep close scrutiny on this area.

Balance sheet

At 31 October 2018, group net assets stood at £77.537 million, including fixed assets of £113.838 million. General provisions of £19.7 million represents virtually entirely the FRS102 pension liability, being the amount calculated at 31 July last year.

All bank covenants continue to be met. The current ratio at 31 October 2018 was 1.4.

Pay expenditure to 31 October 2018 was 64.7% of turnover against target of 63.3%, but this is still too high.

Borrowing as a percentage of income (gearing ratio) stands at 58.22% against the sector target of no more than 60% and that 40% is reasonable.

The College Financial Health using the SFA methodology was Satisfactory (130 points) at 31 July 2018 and remains at that level at 31 October 2018.

The Management Accounts were **NOTED**.

The Board **RECEIVED** the Report.

7 (c) AGM of South Essex Commercial Services Limited 2018

The Annual General Meeting of the Company was held at 6.45 pm.

7 (d) ESFA Financial Health Letter 2017/18

The Committee **RECEIVED** a copy of a letter from the ESFA dated 15 October 2018 with their confirmation that the College's Financial Health based on the 2017/18 outturn year was Satisfactory and that, for the current budget year based on the College's Financial Plan, will continue to be Satisfactory.

Based on further projections, the College's Financial Health for 2019/20 should rise to Good, but the merger with PROCAT may change this.

The PCE informed the Board that the FE Commissioner requires that the College undergoes a diagnostic assessment by two members of the FE Commissioner's team for two days to ensure it is 'safe' for us to have had the Financial Notice of Concern removed. However, due to the merger and the scrutiny exercised over our finances by the ESFA and the Transactions Unit, the College has been told that such an assessment will not be necessary. The DPCE advised that was not fully clear and it is possible that the College may have the assessment after the merger date.

7 (e) Teachers' Pension Agency Return

The certificated return of contributions to the Teachers' Pension Agency for 2017-18, audited by KPMG, external auditors, and certified by the Principal & Chief Executive, was **APPROVED**.

7 (f) Lennartz VAT

The DPCE had previously **REPORTED** to the Board that the Lennartz VAT case which is being led by Colchester Institute on behalf of 17 FE Colleges was heard in July 2017. A decision was announced recently and HMRC have rejected the Application by the Colleges to the proposal that VAT should not be paid on buildings on the grounds that the premises are for educational purposes and therefore exempt from VAT. This is the situation with schools.

The consultants acting for the Colleges consider the decision and the reasoning to be flawed and the Colleges are considering an Appeal to a higher judicial authority.

Since the last Meeting, a case involving Wakefield College has been considered by the High Court (higher court than HMRC Tribunal) and has rendered a decision contradictory to the Colchester case decision.

If the case is ultimately not successful, the impact on the College will be cash flow only in paying amounts of VAT back to HMRC which the College has suspended and the future balance that remains outstanding. A provision exists in the College balance sheet for the total liability. There is the risk of interest and penalties, which have not been provided for in the accounts, but it is included as a contingent liability.

The Wakefield decision has prompted a review by the College's VAT advisers (VATAngles) in connection with this issue.

The DPCE briefly recapitulated the Lennartz matter for the Board:

- Luker Road was constructed in 2004 and the College claimed back the attributable VAT
- The College agreed, under the Lennartz scheme, to repay this VAT over 20 years, i.e. by 2024 (this was in effect a loan from HMRC)

The law changed in 2007 to redefine the economic life of the building to ten years:

- The College did not make the required alterations to the repayment of VAT and kept to the 20 year time scale
- It is the view of the VAT advisers that in law no VAT output tax is payable in any event and this would appear to be reinforced by the Wakefield decision
- If no VAT is payable, then the College has a claim against HMRC of £735K, which has been made
- In any event, the College should not have paid anything beyond January 2016
- The College retains a provision on its balance sheet in the amount of £1.53 million which may well not be necessary
- The College indicates in a contingent liability note in its accounts that HMRC may levy interest and penalties on any outstanding balance due to them but, no amount is considered likely to be due, this contingency is very unlikely

The Wakefield decision now gives a clear opportunity to resolve this matter and the VAT advisers are pursuing a settlement with HMRC, along with the other Colleges with whom SEC joined to bring forward the original claim. They have written to HMRC along these lines.

It is quite likely, therefore, that the provision on the balance sheet may be able to be reversed back to income later this academic year and that it will not be necessary to make any further payments to HMRC on the Lennartz matter, thus saving the College £180K per annum.

There is the further possibility of a refund of £735K as mentioned above if it is agreed that VAT is not chargeable on the original building construction in Luker Road at all.

However, neither of these outcomes should be regarded as any more than possible and by no means a probability.

The Board **NOTED** the position.

Terry Knight queried the size of the fees being charged by the College's VAT advisers. The DPCE responded that the fee level (which is on a no win, no fee basis) is due based on progress so far and the % charged against the outturn saving is not unreasonable.

7 (g) Value for Money Policy

The Director of Finance **PRESENTED** a revised Value for Money Policy for **APPROVAL** – the policy is subject to regular review. There are no substantive changes, save that Reports from the HE VFM Committee is specifically mentioned.

The Board **APPROVED** the Policy, subject to one amendment.

8. Curriculum & Quality Matters (Paper FEC.18.26)

a. Final Report on Learner Performance 2017-18 (including HE)

The Vice Principal, Curriculum & Quality **PRESENTED** this Report, which summarised the final student outcomes for last year in terms of Achievement Rates.

The key points of the Report are as follows:

- College Overall Achievement Rate for 2017-18 is 82%, a 4pp improvement on the previous year and 2pp above College target
- Poor achievement rates in Access of 72.8% and Basic Skills of 54.4% have negatively impacted College overall achievement rates with Access 6.5pp below NR and Basic Skills 12.8pp below NR
- A Levels remain at 14.3pp below NR and are a cause for concern, despite significant intervention and improvement
- GCSE English and maths achievement of 78.1% has improved since last year and is now much closer to NR
- Apprenticeship Achievement (Overall and Timely) is currently below NR due to the poor performance of some partners. College apprenticeships remain above NR for both overall and timely. It was noted that these figures might change when Government methodology for measuring standards has been finalised.
- Overall achievement in HE was 92.94% (last year 92%) against a target of 92%
- The value added scores for BTEC programmes is very good (grade 4) which places the College in the top 30% in the country

The PCE said that these results constituted a very good outcome for the College and, even better, continues the upward trajectory for the College which has been experienced over the last couple of years.

It represents an excellent turnaround from some years ago and shows excellent Alps, which measures effectively the quality of teaching. There are clear improvements in value added. All in all, a very good set of results.

Terry Knight said he agreed with this assessment and the Board joined him in acknowledging the progress made and the excellent efforts of the College in this respect.

It was noted that Timely Apprenticeships achieve best in the 19-23 age group and that boosts up the other two age groups.

Regarding partners in apprenticeships, the Board were reminded that the names of the organisations being awarded contracts for 2018/19 by the College were notified to the July 2018 Board Meeting. The amount of Apprenticeship sub-contracting has reduced significantly this year with the College delivering a larger proportion internally.

The Report was **NOTED**.

b. Current Learner Performance 2018-19

The Vice Principal, Curriculum & Quality **PRESENTED** a Paper to the Committee outlining the funding for the current year and progress in respect of enrolments in meeting the 16-18 student number target.

Learner Numbers (FE)

Learner numbers are currently 4607 on the ILR against learner allocation of 5010. The College is unlikely to meet the 16-18 target. There are possibly some PROCAT learners (maybe 85) not yet input into the system. This may increase the learner numbers to 4700 plus.

The DPCE indicated that it is looking unlikely that we can reach the allocation of 5010 in which case there will be a reduction to our income in 2019/20 under the lagged funding model. This is likely to be in the region of £1,000K based on being 300 short for the purposes of next year's funding.

The PCE said that there were some grounds for optimism in the future to grow our numbers

- Demographic upturn is coming in the next few years
- Sixth forms in schools are beginning to struggle
- Schools not able to offer wide choice of vocational study
- Students being given better understanding of the options open to them for post 16 education
- Different curriculum options and offer

The Chair expressed concern that these factors will not translate into significant additional numbers in the short term and they should not be relied on.

The PCE said that there would be a presentation at the Board Development Day on income growth potential. Alongside this overview, governors are invited to internal sessions with management teams to listen and contribute to potential opportunities for income growth in each department (excluding 'A' levels) – governors will be notified of dates for this.

Terry Knight asked if 14-16 learners is a growth area. Kathy Mulvey said that this work with challenging students will cover their costs but it will not make huge profits as it requires highly skilled staff. She was confident it will grow given the demand for the service from schools, and therefore longer term a surplus will be produced.

The Board noted there remains a considerable risk in achieving Apprenticeship funding target due to the turbulence in this market and the lack of understanding still with employers.

The enrolment figures will not be officially verified until RO4 in December.

Shortfall planning is in hand for January and April particularly in providing short courses focusing on employability skills for transition into employment or progressing to further training.

The Committee **NOTED** the position and **ENDORSED** the planned actions for 2018/19 regarding maintaining and increasing recruitment to all strands of the College's provision.

Retention

The Board noted that retention rates for this year for 16-18 learners is 100% as any withdrawals have been actioned before the 42 day period, the Ofsted funding rules census point. The KPI for 2018/19 is set at 93%.

Attendance

College attendance stands at 86.9% (6.6% higher than at this stage last year), with punctuality at 97.3%. The KPI target for this year for attendance is 90%.

There have been 281 withdrawals of 16-19 learners who attended at least once since the start of the academic year, which is a reduction on last year's comparable figure of 382, but is still far too high. We are looking into why the students do not stay to inform actions for next year.

Learner Numbers (HE)

HE numbers are 708 against a target of 723. This is unlikely to have any effect on the budgeted HE income for 2018/19 as the shortfall of recruitment in year 1 is in part time students and not full time, which have increased. Full time students produce greater revenue and therefore will balance out the lower numbers against target.

The Board **RECEIVED** the Report, **NOTING** the current level of student enrolment, retention and attendance for 2018-19 and the implications of not meeting allocation targets this year on funding.

c. Self-Assessment Report 2017-18 and Quality Improvement Plan 2018-19

The Principal & Chief Executive **PROVIDED** the Board with a verbal update as to progress with the above documents.

The Self Assessment Report is currently being finalised and is in draft version. This will be reviewed by the SMT/SLT before Christmas. A joint QIP for SEC and PROCAT was prepared for merger and the Transaction Unit. This is being used and an update on progress was provided for the Curriculum & Quality Committee. The QIP will need updating with progress against the PROCAT actions. This will be further informed by the results of the Ofsted inspection at PROCAT, currently in progress.

The Board will review and validate the final SAR via a Validation Meeting to be held on Monday 14 January 2019 at 12 noon immediately before the Board Development Day. All governors are invited to attend for this purpose. The SAR and the QIP will then be formally approved at the Board Meeting following the validation panel and will be loaded on the Ofsted website in January 2019.

ACTION: CLERK

d. Institute of Technology

Alongside the PROCAT merger, the preparation of the 2nd stage bid regarding the Institute of Technology has been very intensive, both in time and the volume of information that the Application has required. The 2nd stage Bid was submitted on Wednesday 22 November 2018.

Notwithstanding the challenges of preparing the bid, the PCE said that the IoT is an exciting project and there is a huge amount of interest from employers in its establishment and its future planned delivery.

The 2nd stage bid will be considered by Government in February 2019 following a presentation from the College to the DfE in January and, if successful, an IoT licence will be awarded in April 2019. A small number of programmes are planned to commence in September 2019.

The Board **NOTED** the position.

e. HE Matters

Office for Students Registration

The College received notification from the OfS that its application for registration had been approved, without any conditions. This is a good result.

It was noted that enhanced monitoring on an ongoing basis by the Office for Students is likely. This will be handled by the College through an Action Plan, RAG rated, for review by governors regularly by the Curriculum & Quality Committee and the full Board.

Access & Participation Agreement

The Board **NOTED** the requirement to comply with its statutory duty and OfS regulatory requirements to monitor Access Agreements 2017-18 and 2018-19.

Robust processes are in place to allocate, monitor and evaluate the impact of tuition fee income allocated as part of the Access Agreements.

The Board noted that the monies allocated are spent on students to help those who have come from disadvantaged backgrounds. There is an ongoing need to evidence the validity of the amounts expended.

In answer to a question from Jo McGee, the Board noted that the amounts are general and not related to specific students but the relevant cohort.

The PCE stated that the College has a good record in widening participation because many of our programmes are aimed at adults returning to education. This year we now have to clearly evidence all the work we do to widen participation.

The Board was informed that the Access Agreement 19/20 has been written and is on the website.

f. Work Placement Capacity and Delivery Funding

The Board **RECEIVED** a Paper briefing them on the above matter and updating them with progress against College numbers for the current year.

There was a long and thorough discussion on the challenges involved based on the detailed information given in the Paper. The College has received £660K (£250 per qualifying student) for this fund for 2018/19. At this stage, it is a pilot scheme. The College had to lodge a Plan with the DfE explaining how the money is being used.

Thus far, the College has made considerable progress in finding placements for students (175 to date) although challenging. It is difficult to convince students, who may already have paid part time work, to go on an unpaid work placement totalling around 50 days per year.

The Board **NOTED** the Report.

9. Matters for Approval by the Corporation

The Clerk presented a verbal Report with accompanying documentation outlining matters for approval by the Corporation arising from items already considered in detail by Committee and are recommended for approval by the Board.

From the Curriculum & Quality Committee

The Board **APPROVED** the

- Academic Performance Targets 2018-19
- Committee Terms of Reference
- HE Annual Provider Review – this was read and approved by Rod Gray and Terry Knight so that it could be submitted to OfS by the due date. This was then reviewed and recommended for approval by the Board by the Curriculum & Quality Committee. The Board recorded their thanks to Rod and Terry for doing this work on their behalf.
- OfS Annual Assurance Statement 2017-18 – it was confirmed that the Return was submitted to the OfS by the due date of 3 December 2018, signed by the PCE, following review by two Members of the Board of the content of the submission (see above)

From Audit & Risk Committee

The Board **APPROVED** the

- Annual Report of the Audit & Risk Committee 2017-18 (and it was signed by Bob Patterson as Chair of the Audit & Risk Committee)

10. Items for Information Only

The Board **RECEIVED** the following Committee Meeting Minutes (unapproved):

- Curriculum & Quality 5 November 2018
- Audit & Risk 21 November 2018
- Policy & Resources 19 November 2018

The Board also **RECEIVED** a verbal Report on the business of the Remuneration Committee which met on 3 December 2018, given by the Vice Chairman of the Board. This covered Appraisal of the Principal & Chief Executive, the other Senior Postholder and other senior staff together with targets for them for the current year.

The Board also **RECEIVED** a verbal Report on the business of the Search & Governance Committee which met on 3 December 2018, given by the Clerk. This covered Governor Recruitment and Clerking Arrangements for 2019/20.

The Board **RECEIVED** the following documents which had been considered by the Curriculum & Quality Committee:

- 14-16 Programmes 2018/19
- Ofsted Common Inspection Framework from 1/9/19

11. Governance Matters

Review of Scheme of Delegation & Standing Orders

The Clerk reported that he had carried out the Annual Review of the above Governance documents. An amendment is required to Clause 28 (g) to the Scheme of Delegation in respect of HE, which the Clerk proposed, after consultation with the Chairman of the Policy & Resources Committee.

The Board was content with the amendment proposed and **APPROVED** these documents.

Governor Recruitment

The Board **NOTED** that recruitment will now be recommenced, given that no governors from PROCAT were interested in being considered for appointment to the SEC Board. There are currently two vacancies on the Board for independent governors.

OfS Additional Disclosures

The Clerk **REPORTED** that nearly all governors have returned declarations required by Office for Students relevant to determining if all governors are 'fit and proper' persons to be Members of the Board. The outstanding returns will be chased up.

12. Forthcoming Events (Paper FEC.18.28)

The Board **NOTED** the contents of the paper, prepared by the Clerk.

13. Dates of Next Meetings

Monday 14 January 2019 at the Thurrock Campus (Board Development Day) at 1.00 pm preceded by Governors' SAR Validation Meeting at 12 noon.

Monday 25 March 2019 at the Thurrock Campus at 5.45 pm.

Monday 8 July 2019 at the Southend Campus at 5.45 pm.

There being no further business, the Meeting terminated at 8.15 pm.

Signed.....Dated.....