



**UNIVERSITY  
OF LONDON**

## **BOARD OF TRUSTEES**

Wednesday, 31 January 2018, at 4.00 pm  
Court Room, Senate House

### **MINUTES**

#### **PRESENT**

Jane Andrewartha	Professor Paul Layzell
Professor Michael Arthur	Patrick Loughrey
Stella Beaumont	Andrew Ratcliffe
Professor Edward Byrne	Malcolm Roberts
Philip Clark	Professor Sir Adrian Smith
Sir Richard Dearlove (Chair)	(except for BTMM 4040-45)
Andrew Halper	

#### **APOLOGIES**

Emma Burns	Mark Storey
Kieran Murphy	Rosalyn Wilton
Professor Stuart Reid	

#### **IN ATTENDANCE**

Dr Ghazwa Alwani-Starr (Director of Property and Facilities Management)  
Stuart Brown (Director of ICT) (BTMM 4057-63 only)  
Chris Cobb (Pro Vice-Chancellor (Operations) and Chief Operating Officer)  
Damaris Currie (Central Secretariat)  
Kim Frost (University Secretary)  
Andrew Murphy (Chief Financial Officer)  
Mark Newton (Managing Director, CoSector) (BTMM 4083-87 only)  
Professor Rick Rylance (Pro Vice-Chancellor (Research) and Dean and Chief Executive of the School of Advanced Study)  
John G Stewart (Director of Legal Services)  
Dr Mary Stiasny (Pro Vice-Chancellor (International) and Chief Executive of the International Programmes)  
[Representative from The Russell Partnership] (BTMM 4047-56 only)  
[Representative from The Russell Partnership] (BTMM 4047-56 only)

#### **Retirements**

##### *Vice-Chancellor*

4026 On behalf of the Board, the Chair warmly congratulated the Vice-Chancellor on his appointment as Director of The Alan Turing Institute. The Board noted that Sir Adrian would stand down as Vice-Chancellor at the end of August 2018. The Board would discuss the process for the appointment of the next Vice-Chancellor later in the meeting (BTMM 4040-45 below refer).

*University Secretary*

4027 The Board noted also that the University Secretary, Kim Frost, would be leaving the University later in the year. The University Secretary reported that he had decided to retire from his role in the summer of 2018; the Board would be updated at its next meeting on the process for the appointment of his successor.

**Minutes of the Meeting Held on 27 November 2017**

4028 The Board confirmed the minutes of the meeting held on 27 November 2017.

**Business Conducted by Correspondence Since the Previous Meeting**

4029 The Board noted a report (BT1186, Confidential) on its decision to appoint Lucion Environmental Services to provide asbestos management services for the University, following members' consideration of a proposal (BT1185, Confidential) circulated on 14 December 2017. Members were informed that the appointment of Lucion Environmental Services had now been finalised.

4030 On a separate matter, the University Secretary informed members that the University had recently received a claim in relation to a former employee who had died from an asbestos-related disease. The Board would be kept informed.

**Matters Arising**

4031 The Board noted the updates in the Matters Arising report (BT1187) on the Office for Students (OfS) Consultation and the submission of the 2016-17 annual accountability returns to the Higher Education Funding Council for England (HEFCE).

**Vice-Chancellor's Report**

4032 The Vice-Chancellor presented his report (BT1188, Confidential) to the Board, including a list of his main activities and meetings since the Board's previous meeting (Appendix BT1188A). Further to the updates within the report, the following matters were highlighted.

*Lord Randolph Quirk*

4033 The Vice-Chancellor had written to Lady Quirk to express his condolences on behalf of the University, following the death on 20 December 2017 of Lord Randolph Quirk, who had been Vice-Chancellor of the University of London from 1981 to 1985.

### *Ministerial Changes*

4034 Members noted the ministerial changes that had occurred since its previous meeting. Damian Hinds MP had replaced Justine Greening MP as Secretary of State for Education; Jo Johnson MP had departed his role as Minister of State for Universities, Science, Research and Innovation (becoming Minister of State at the Department for Transport and Minister for London); and Sam Gyimah MP had become the new Minister for Higher Education.

### *Governance Update*

4035 The University of London Bill remained in the latter stages of the House of Lords procedures. The meeting of the Unopposed Bills Committee had been set for 6 February 2018. If the Bill passed through that Committee successfully, it would then need to pass through the various stages in the House of Commons. While it remained possible that Royal Assent would be achieved prior to the summer 2018 recess, there was now a significant risk to the overall timetable for grant of University title to individual Member Institutions by August 2018. The Collegiate Council would be asked, at its meeting in February 2018, to take a view on how the Member Institutions wished to proceed.

### *Leading Women*

4036 The Board noted the update on the 'Leading Women' celebrations, and that the University had been liaising closely with the Member Institutions in relation to the related activities. The Pro Vice-Chancellor (International) reported on a number of recent developments, including:

- (i) The launch of the associated pages on the University website.
- (ii) A forthcoming event at the Institute of Historical Research on 13 March 2018 -- Deeds Not Words: Helen Pankhurst in Conversation with Professor Lynn Abrams.
- (iii) The initial shortlisting stage of the art competition to create a piece of public art as a lasting memorial to the first admission of women to university-level education.
- (iv) Nascent plans for a panel meeting and for a garden party associated with the celebrations.

4037 The Board commented on the positive social media coverage which 'Leading Women' was attracting and the Pro Vice-Chancellor (International) was pleased to report that, further to this coverage, Times Higher Education had invited the University to contribute a blog in relation to the celebrations.

### *Statement on Harassment*

4038 The Board noted that the Vice-Chancellor had published a Statement, on 27 November 2017, of zero tolerance of sexual harassment and assault at the University.

*Annual Services Statement*

4039 The Vice-Chancellor highlighted the Annual Services Statement – All Institutional Members, copies of which had been tabled for Board members (Appendix BT1188B). He drew attention, in particular, to the Forward of the document, which summarised the key services provided by the University to the Member Institutions as well as key areas of collaboration.

**Appointment of the Vice-Chancellor**

4040 The Vice-Chancellor left the room for the discussion on this item.

4041 Further to the news highlighted earlier in the meeting (BTM 4026 refers) that the Vice-Chancellor would step down from his role at the end of August 2018, the Pro Vice-Chancellor (Operations) outlined the process for the appointment of the next Vice-Chancellor, as set out within Ordinance 13 *The Vice Chancellor*. The procedures stated that the Board of Trustees should establish a joint committee of the Board and the Collegiate Council, the Joint Appointments Committee (JAC), to consider and make a recommendation to the Board on the appointment and period of office of the Vice-Chancellor. The membership of the JAC comprised:

- (i) the Chair of the Board of Trustees (Chair);
- (ii) two independent members of the Board of Trustees, appointed by the Board of Trustees; and
- (iii) two members of the Collegiate Council, appointed by the Collegiate Council.

4042 The Board was reminded that, during the process to appoint the current Vice-Chancellor, the JAC had been supported by an Advisory Group and that it was proposed that the same arrangement be adopted for the forthcoming appointment process.

4043 The Pro Vice-Chancellor (Operations) had spoken informally to all the Heads of Member Institutions to take initial soundings regarding the requirements of the role moving forward and in relation to the potential timeline for the appointment process. It was noted that, in view of the period of notice that applicants might need to give in relation to any current role, it might be necessary to make interim arrangements in advance of a permanent appointment.

4044 The Board was informed that the Vice-Chancellor would not attend the February 2018 meeting of the Collegiate Council, which would be chaired by the Deputy Vice-Chancellor, to enable the Collegiate Council to start exploring the priorities for the next Vice-Chancellor. The Chair would hold an informal discussion immediately following the Board meeting with the Independent Trustees, the Pro Vice-Chancellor (Operations) and the University Secretary to discuss the process for the appointment of the new Vice-Chancellor.

4045 **AGREED**

The Board delegated authority to the Chair to convene the JAC.

4046 The Vice-Chancellor re-joined the meeting at the end of the item.

**Review of Facilities Management (FM) Contracted Services**

*Information at BTM 4047 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

4047 [Representatives] from The Russell Partnership joined the meeting for the item.

4048 The Director of Property and FM presented an update to the Board on the review of the University's hard and soft FM services (BT1189, Confidential). She highlighted a number of strands of the work being progressed:

- (i) The work of the Steering Group that had been established to conduct the review. The membership and remit of the Steering Group, which was chaired by the Pro Vice-Chancellor (Operations), was set out in the report. The Board noted that the group included representation from UNISON and the University and College Union (UCU), the two trade unions recognised by the University, and that the two trade unions had made a joint submission to the Board of Trustees (Appendix BT1189C, Confidential).
- (ii) The work being undertaken by The Russell Partnership, which had been commissioned to undertake a strategic review of the Property and FM contracted services to inform recommendations. As part of its undertaking, The Russell Partnership had conducted key stakeholder engagement interviews; headline feedback from the interviews had been provided at Appendix BT1189B, Confidential.
- (iii) Surveys that were being conducted of: (a) staff employed by the University's contractors; and (b) University staff.

4049 The Director of Property and FM drew attention to the overview of performance across the contracts and highlighted also the information on contract costs and variations set out in the report.

4050 The Board noted that The Russell Partnership had outlined seven options for the University, as set out within the report and within the table at Appendix BT1189A (Confidential), which summarised the high-level risks associated with each option. The Steering Group had recommended that only option 6, in-house provision, and option 7, a hybrid approach, should be considered further, as investigations to date suggested that some level of in-sourcing would be required to ensure compliance and service quality and to meet the expectations of stakeholders and staff.

4051 The Director of Property and FM reported that more detailed investigations were required to ascertain whether change should be addressed at a contract level or whether hybrids within contracts should also be considered. It was

noted that some level of contracted support might be required to ensure flexibility and scalability, independent inspection and specialist capacity.

- 4052 Further to a question about the costs to the University of in-sourcing the various FM services, the Director of Property and FM informed the Board of some preliminary work that had been undertaken in this area. More detailed analysis needed to be undertaken as part of the next stage of work, before firm recommendations were submitted to the Board. Members commented that the bottom line of the University budgets should not be adversely affected by any changes to the current arrangements; any increase in costs should be absorbed through savings, reduced service levels or reductions in other activity.
- 4053 The Board noted the tables at page 6 of the report applying a risk and cost matrix to each of the suppliers, for the seven options across variable timescales. It was noted that there was an inaccuracy in the long-term table, where the cost analysis for option 6 should replicate that for option 7. It was agreed that a corrected version of the report would be circulated to the Board following the meeting.
- 4054 Members of the Board highlighted the need for effective transitional and management arrangements should a decision be taken to bring any elements of the FM services in-house. It was vital that the University's day-to-day operations were not put at risk during the implementation of any changes to contracts. Further to a question from the Board, the Director of Property and FM confirmed the potential, in some areas, for in-house provision to provide enhanced opportunities for compliance monitoring.
- 4055 The Board approved the recommendation of the Steering Group that further detailed analysis be undertaken only on options 6 and 7 as detailed in the report. Clarification was sought about the process for communicating the Board's decision to staff and the Board was informed that information would be posted on the staff intranet on the following day, 1 February 2018.
- 4056 **AGREED**
- (i) The Board approved the Steering Group's recommendation that only options 6 and 7 should be considered for further detailed analysis as set out in the report.
  - (ii) It was agreed that the bottom line of the University budgets should not be adversely affected by any changes to the current arrangements; any increase in costs should be absorbed through savings, reduced service levels or reductions in other activity.
  - (iii) A corrected version of the report (Document BT1189, Confidential) would be circulated to the Board following the meeting.

### **Business Case for Customer Relationship Management (CRM) System**

- 4057 The Director of ICT joined the meeting for the item.
- 4058 The Pro Vice-Chancellor (International) explained that the University was seeking to procure, develop and deliver an Enterprise CRM system using Microsoft Dynamics 365 in association with delivery partner Crimson Consultants, as detailed in the Business Case before the Board (BT1190 and

Appendix BT1190A, both Confidential). She highlighted the increasingly competitive market in which the University of London International Academy (UoLIA), the School of Advanced Study (SAS) and the University of London Institute in Paris (ULIP) operated. In this context, the delivery of a platform that would support relationships with students, partners and other contacts was vital. This platform would enable significantly improved data analysis to provide better understanding of stakeholders' needs, and would support the University in efficient and effective decision-making.

*BTM 4059 is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

4060 The Board noted the detailed process of internal scrutiny that had been undertaken in relation to the Business Case. It was confirmed that, as detailed in the Business Case, a rigorous procurement exercise had been conducted before selecting the preferred supplier, which had been chosen based on its qualitative, technical and financial scores. The Director of ICT explained that the University had also been in contact with several other institutions that used the proposed CRM system, to learn about their experiences in implementing and operating the system, and had been content with the information received.

4061 Members agreed that it was essential for the University to have a robust CRM system to support its work and to enhance existing processes. They commented on the need to provide appropriate training of staff at an early stage and also to monitor closely the implementation process and outcomes to ensure that the University realised the full potential of the new system. The Director of ICT provided assurances in this regard, reporting on arrangements for the University to work with a third party to identify appropriate key performance indicators, against which progress would be assessed at regular milestones in the development and implementation of the system.

4062 The Director of ICT confirmed that the new CRM system would have significant long-term benefits in terms of the requirements associated with the General Data Protection Regulation (GDPR).

*Information at BTM 4063(i) is considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

4063 **AGREED**

The Board approved the Business Case for:

- (ii) the procurement, development and delivery of an Enterprise CRM system using Microsoft Dynamics 365 in association with delivery partner Crimson Consultants.

## **Estates Matters**

### *Report from the Estates Committee*

4064 The Board considered a report on the issues considered by the Estates Committee at its extraordinary meeting on 19 December 2017 (BT1191, Confidential). These had included the programme for the Committee's

forthcoming Away Day on 22 February 2018, the outcomes of which would contribute to a review and update of the University and Estate Strategies to be completed by 2019 and 2020, respectively.

#### *Proposed Refurbishment of Handel Mansions*

4065 The Board considered a proposal (BT1192, Confidential) for the refurbishment of Handel Mansions. The Director of Property and FM reported that the University was keen to bring the building back into use as student accommodation in time for the start of the 2018-19 academic year. The longer-term use of Handel Mansions would be considered as part of the Estates Committee's discussions on the estate strategy at its Away Day in February 2018. Further to the Committee's discussions and comments at its meeting on 19 December 2017 on the proposals for Handel Mansions, a revised business case had subsequently been produced, in consultation with the Chair of the Committee, as outlined in the report (Appendix BT1192A, Confidential).

4066 **AGREED**

The Board approved the proposed refurbishment of Handel Mansions, as detailed in the revised business case (Appendix BT1192A, Confidential).

#### **People Strategy – Progress Report**

4067 The Board considered an update on progress in achieving the targets of the University's People Strategy (BT1193), noting, in particular:

- (i) the benefits arising from the move to the Lower Ground Floor of Senate House South Block;
- (ii) the wide range of work being undertaken in relation to equality and diversity: including the development of a revised Dignity and Respect Policy, revisions to the Grievance and Disciplinary Procedures, and work on a new Staff Code of Conduct. A consultation process was taking place on the documents, to which all staff had been invited to contribute; and
- (iii) continued improvement in completion rates for the online staff appraisals.

#### **Strategic Risks**

4068 The Pro Vice-Chancellor (Operations) presented an update on Strategic Risks (BT1194, Confidential) and reported that the Audit and Risk Assurance Committee (ARAC) would be discussing an updated version of the Strategic Risk Register (SRR) at its meeting in February 2018. A proposal to reduce the scoring of Risk 1, which related to estates-related issues, would be considered in the light of progress made in this area. Andrew Ratcliffe, Chair of the ARAC, reported that consideration would also be given to the wording of the risk. Other matters for discussion would include potential amendments to the SRR in relation to the forthcoming changes to the external higher education regulatory regime and also in relation to the Review of FM Services. Further to a query, it was confirmed that the SRR made reference to the GDPR.



4069 The revised SRR would be presented to the Board's meeting on 21 March 2018.

### **Annual Equality and Diversity Report 2016-17**

4070 Andrew Halper, Chair of the Equality and Diversity Committee, presented the Annual Equality and Diversity Report for 2016-17 (BT1195). He highlighted the activity undertaken by the Committee since its establishment at the beginning of the 2016-17 session, as well as the wide range of work being led by the Head of Inclusion. The Board welcomed the report and expressed strong support for the work progressed to date and the continuing activity in this area. Members noted also the importance of ensuring that the Board itself sought to enhance the diversity of its membership as vacancies arose.

### **Gender Pay Gap and Equal Pay Audit**

4071 The Board considered a report on the University's Gender Pay Gap (GPG) report; the summary conclusions from the 2017 Equal Pay Audit; and the recommendations arising therefrom (BT1196, Appendix BT1196A and Appendix BT1196B, all Confidential). The University Secretary reported that the University's mean GPG had been calculated at 14.84% and the median GPG at 10.94%. Members were informed that the average GPG for the higher education sector was 18.3%, as reported by the Equalities Challenge Unit, and in 2016 had been 18.1% for the UK workforce, according to the Office for National Statistics.

4072 It was noted that the calculations required by the GPG legislation did not include detailed analysis of pay differentials for work of equal value. However, the Equal Pay Audit, which had been commissioned by the University, provided more detail on the composition of the University's workforce and showed that a higher proportion of the male workforce was concentrated at the upper levels of the grading structure. The University Secretary highlighted a number of actions being pursued by the University, which focussed on addressing the under-representation of women in the highest grades. Members expressed their support for the proposed activity, commenting on the benefits of careful analysis and planning in this respect.

4073 The Board noted that the results of the University's GPG analysis would be uploaded to the Government website by the deadline of 30 March 2018, and would be accompanied by a commentary to provide greater context to the statistics.

### **Finance Report**

4074 The Chief Financial Officer presented the management accounts for the five months to 31 December 2017 and commentary (BT1197 and BT1197A, both Confidential), and members noted the current financial position. The Board was advised that the Quarter 2 forecast was currently in preparation and was expected to show that financial performance was broadly in line with the budget.

4075 The Chief Financial Officer presented the TRAC Return for 2016-17 (Appendix BT1197C, Confidential), together with an explanation of Transparent Approach to Costing (TRAC), which had been provided for members' information (BT1197B). Members noted also the commentary which would accompany the TRAC Return.

4076 **AGREED**

The Board approved, and authorised the Vice-Chancellor to sign, the 2016-17 TRAC Return for onward submission to HEFCE.

**Proposed Flexible Apportionment Arrangement (FAA) on behalf of Heythrop College**

*BTMM 4077 to 4082 are considered exempt from disclosure in accordance with Part II of the Freedom of Information Act 2000.*

**CoSector Progress Report**

4083 The Managing Director of CoSector joined the meeting to present the Progress Report on CoSector (BT1199 and BT1199A, both Confidential). He was pleased to report a significant improvement in the financial position of CoSector and explained that this reflected decisions taken in the previous financial year to close loss-making service lines and to increase prices in some areas, as well as work to deliver process efficiencies and cost reductions in CoSector central overheads. The encouraging financial performance for the year-to-date meant that CoSector was now set to surpass the target surplus for 2017-18; and the strong position had enabled the CoSector leadership team to shift its focus to developing the growth strategy for the business.

4084 Members congratulated the Managing Director on the positive financial performance of CoSector. They noted also the strong narrative regarding CoSector's role and purpose that had emerged from recent work in relation to the high-level growth strategy. The leadership team had re-visited and revised the vision, values and purpose for the business. The Board was informed that staff had responded very positively to the results, which more clearly articulated the way in which CoSector's business supported and improved the student experience, either directly, or through assisting institutions to improve the student experience that they delivered.

4085 The Board noted the update in the report on historic bad debt, some of which related to the time before CoSector was formed. The Managing Director outlined some of the contributing factors to this issue and confirmed that it was worthwhile contributing resource to this area as he considered it realistic that some of the debt could be recovered.

4086 Further to a query about income levels, which were currently short of budget predictions, the Managing Director confirmed that some adjustment of income projections might be required. While CoSector was now in a strong position to deliver the target surplus, he was aware of the challenges that remained and was hopeful that some growth in income would be seen over the course of the year.

4087 The Board thanked the Managing Director for the work being undertaken by CoSector and commended him on progress to date.

### **Proposal to Grant an Extension to the Exercise of Degree-Awarding Powers to Goldsmiths College**

4088 The Board was content for Mr Loughrey (as Warden of Goldsmiths College) to remain in the room for the item.

4089 The Board considered a report (BT1200 and Appendix BT1200A) on a proposal from Goldsmiths College for an extension to the exercise of its degree-awarding powers. Members were informed that the proposal had been considered by the Collegiate Council at its meeting on 8 December 2017, when it had been content to recommend the application to the Board for approval.

4090 **AGREED**

The Board approved that Goldsmiths College be granted an extension to the award of its degree-awarding powers as set out in Appendix BT1200A.

### **Proposed Amendments to Ordinances**

4091 The Board considered a report on proposed amendments to the Ordinances (BT1201), including revisions to Ordinance 21 *Equality, Diversity and Inclusion* ('clean' and tracked versions of which had been provided (Appendices BT1201A and BT1201B)). The revised Ordinance, which had been recommended to the Board by the Equality and Diversity Committee, now included reference to the Equality Act 2010, the University's legislative duties as a public authority and the role of the Equality and Diversity Committee. The report before the Board also set out a proposed amendment to Ordinance 14 *Students* to remove a historical reference at paragraph 1.2 that was no longer applicable.

4092 **AGREED**

The Board approved the amendments to the following Ordinances:

- (i) Ordinance 14 *Students*, as detailed at paragraph 2 of Document BT1201.
- (ii) Ordinance 21 *Equality, Diversity and Inclusion*, as tracked at Appendix BT1201B.

### **Remuneration Committee Annual Report 2016-17**

4093 The Board considered the Annual Report of the Remuneration Committee for 2016-17 (BT1202 and Appendix BT1202A) and noted the business transacted by the Committee.

4094 The University Secretary outlined a proposed amendment to the constitution of the Remuneration Committee, which the Committee had recommended to the Board. Currently, the Vice-Chancellor was a member of the Committee except for the discussion of items relating to the Vice-Chancellor's own salary, emoluments, allowances and other financial benefits. The proposed

amendment would remove the Vice-Chancellor as a member of the Committee. Under the proposed new arrangement, the Vice-Chancellor could be in attendance at meetings, as required by the Committee, to advise on his/her direct reports; the Vice-Chancellor would not be present for any discussion on his/her own salary or terms and conditions.

- 4095 Additional amendments were also proposed to the mode of operation of the Committee and to enable the co-option of an additional member with specialist expertise in remuneration. The Board considered and agreed the proposed changes, as detailed within Appendix BT1202A.
- 4096 It was noted that the Committee of University Chairs was currently consulting on a draft Remuneration Code for higher education, which provided a set of guidelines to determine how universities should approach senior pay. Once the consultation had concluded and the Code was finalised and published, the Board would be updated on any further changes required in relation to the Remuneration Committee and to associated processes and reporting methods.
- 4097 **AGREED**  
To approve the proposed changes to the constitution and mode of operation of the Remuneration Committee, as detailed at Appendix BT1202A.

### **HEFCE Efficiency Return**

- 4098 The Board received an update on the completion of the HEFCE Efficiency Return for 2016-17 (BT1203). Members noted the University's completed Efficiency Return, which had been tabled (Appendix BT1203A, Confidential).

### **Report from the Investments Committee**

- 4099 Members noted a summary of the issues discussed by the Investments Committee at its meeting on 13 December 2017 (BT1204, Confidential).

### **Intercollegiate Accommodation Fees**

- 4100 The Board noted a report on the determination of Intercollegiate Accommodation Fees for 2018-19 (BT1205).

### **New Year's Honours**

- 4101 The Board noted report on awards bestowed in the 2018 New Year's Honours list (BT1206, Confidential).

### **Action Taken Under Delegated Authority (BT1207, Confidential)**

- 4102 The Board noted a report on action taken under delegated authority not reported elsewhere on the agenda, including appointments to committees and variation to a lease to the London School of Hygiene & Tropical Medicine (BT1207, Confidential).

### **Dates of Future Meetings**

4103 The Board noted the dates of future meetings as follows (all meetings were scheduled to commence at 4.00 pm unless otherwise indicated):

#### **2017-18**

Wednesday, 21 March 2018 - Board of Trustees Away Day. The timetable for the day would be confirmed in due course.

Wednesday, 23 May 2018

Wednesday, 18 July 2018

#### **2018-19**

Wednesday, 17 October 2018

Wednesday, 28 November 2018

Wednesday, 30 January 2019

Wednesday, 27 March 2019

Wednesday, 22 May 2019

Wednesday, 17 July 2019

#### **2019-20**

Wednesday, 16 October 2019

Wednesday, 27 November 2019

Wednesday, 29 January 2020

Wednesday, 25 March 2020

Wednesday, 20 May 2020

Wednesday, 15 July 2020