

MINUTES OF THE MEETING OF THE CORPORATION MEETING HELD: Thursday 27 May 2021 at 16:00 hours 1F04 ATC Building and via Microsoft Teams

Present:	In attendance:	
Paul Ashton (Chair)	Sarah Cooper (Director of People Services)	
Paul Birtles	Dawn Leak (Vice Principal Development & External Relations)	
Ann Kendal	Mark Day (Deputy Chief Executive Officer)	
Steve Roberts	Craig Tupling (Vice Principal Quality & Student Experience)	
Billy Khokhar	Asa Gordon (Vice Principal Curriculum)	
Neil Ward	Sarah McKenzie (Clerk)	
Emmanuel Osei Boateng	Allison McEvoy (Assistant Clerk)	
Chris Webb (CEO)	Clive Howarth (ESFA)	
Tiffany Lythgow	Pauline Odulinski (observer)	
Richard Woods		
Azim Kidwai		
Fiona Thompson		
Cuthbert Pazvakavambwa		

The quorum was 8 governors

L/J Denotes the time a Governor left/joined the meeting

Item		Action	
Houseke	Housekeeping		
1.	Chair's Welcome and Introductions		
1.2	The Chair welcomed Clive Howarth from the ESFA who was observing and Pauline Odulinski who was observing the meeting as part of the external board review.		
1.3	The Chair advised that there would be a discussion regarding a proposed non-consolidated pay award for staff and Senior Post Holders. Independent governors had no objections to allowing staff and student governors to be present for these items.		
	All governors were reminded that this item is confidential pending wider communication with staff.		
2.	Apologies for Absence, Disclosures of Interest, Chair's action, written resolution(s) and use of the Seal		
2.1	Apologies were made for Cath Orange, June Durrant, Lendy Ho, Piers Telemacque and Shezad Aslam.		

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2.2	The CEO declared a conflict of interest in respect of items 11b and 11d due to his position as a Senior Post Holder and abstained from voting.			
2.3	The Seal had been applied on 26 March to Land Registry documentation for the transfer of the CTS building, it was authenticated by the Chair and the CEO.			
3.	Minutes of the meetings held on 25 March 2021			
3.1	RESOLVED: The minutes of 25 March 2021 were approved as an accurate record and can be signed by the Chair.			
4.	Matters Arising			
4.1	It was noted that all matters arising were complete.			
4.2	Steve Roberts raised the issue of timing of- Inprint and Design meetings. The Clerk will follow up with the Company Secretary.			
Effective (Governance (SR2,SR8, SR9)			
5.	Chief Executive Officer's Report			
	The CEO highlighted and commented on the following areas:			
5.1	Internal Audit Reports			
	The CEO drew Governors attention to the four very positive internal audit reports included within the Audit Committee feedback covering business planning, financial controls, staff utilisation and estates.			
5.2	Non-Consolidated Pay Reward			
	As an organisation that strives to be 'an employer of choice' the CEO expressed his support for the small gesture of a one off, non-consolidated pay reward to staff for the extraordinary commitment, resolve and resilience in supporting our students through what has been an 'unprecedented global pandemic'. The CEO explained that as CEO and Accounting Officer and with knowledge that current budget forecasts place the College in a favourable cash position against target this year, the College should reward its staff.			
5.3	Governance effectiveness review			
	The College had been successful in being chosen to be amongst a small number of Colleges nationally to benefit from support from a national DfE (Department for Education) Governance Review pilot. He welcomed Pauline Odulinski who was observing the meeting and encouraged governors to engage with the review.			

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5.4 West Yorkshire Colleges Consortium

The CEO explained that the College is a member of a Joint Venture Company which trades under the name of 'West Yorkshire Colleges Consortium Ltd'. The company was initially created to support the 7 main FE College providers within West Yorkshire (Bradford College, Calderdale College, Kirklees College, Luminate Group, Leeds College of Building, Shipley College & Wakefield College) with a collaborative bidding platform for national funding opportunities. As time has passed on however, membership of the consortium is now placing restrictions upon opportunities that Bradford College may wish to explore with other partners. In addition, in recent years benefits from proposed projects have not been delivering the returns to the College that at its inception were promised, and it has delivered little in the way of financial benefits to the College. It was also highlighted that WYCC Ltd for the past two financial years have posted returns which without a letter of financial support from the Luminate Group would result in it not being a 'Going concern'.

The Joint Venture company is 'limited by guarantee' to the amount of £1 to its members, but the CEO believed there was an ongoing financial risk to continuing to be a member of this company.

Therefore, as appointed 'Sponsored Director' to the board, the CEO recommend that the College issues a notice of termination. The College is legally bound to provide 14 days- notice of withdrawal. It was confirmed that there were no liabilities or costs associated with a withdrawal.

Governors discussed the merits of staying with WYCC v's the risk of leaving WYCC. It was agreed that the benefits of leaving outweigh the risk of leaving and that there will also be opportunities to work with the other colleges outside of WYCC. The CEO also spoke about the College's membership of COLLAB Group and the opportunities it was bringing to the College.

5.5 **RESOLVED:** To serve notice of termination to West Yorkshire Colleges Consortium is approved.

5.6 **Important Events**

The CEO highlighted the following events and encouraged Governors to engage /attend where they can:

- FEC (Further Education Commissioners) Stock take Visit 22 June 21
- FE Student Awards 5-8 July 21
- College Staff Summer Conference 9 July 21

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6. Data dashboard/balance scorecard

The DCEO gave an update on the data dashboard advising that due to timing in the cycle, the Finance and HR sections will be updated next time.

Governors asked about progression, the VPD&ER explained that there were issues other than those Covid related, that had impacted on progression rates and that time and effort had been spent this year addressing those.

There was a discussion about student numbers and the retention, whilst it was acknowledged that retention was good, the recruitment target had not been met and governors felt that there could be some in-year trend data built into the dashboard.

Governors are interested to find out what the College was doing/planning to ensure that it keeps pace with changes seen elsewhere in the education sector to offer more online courses.

ACTION: Exec to look at developing the dashboard for 2021/22 to include in year, year on year trend analysis.

VPD&ER/ VPQ&SE/ DCEO

Committee Reports

6.2

- 7. Quality & Standards Committee Verbal update in absence of committee meeting
- 7.1 The VPQ&SE provided a verbal update:
 - Retention is good across both FE and HE.
 - Achievement is on track and there has been a significant improvement in apprenticeships.
 - Due to the national Covid response, teacher assessed grades have been needed this year and robust processes have been put in place with staff working tirelessly to meet deadlines. National results days have been brought forward this year.
 - A-levels remain a challenge.
 - Functional skills and ESOL adult students still have to do assessments which are ongoing. Additional resource has been added to that team to work through this.
 - Learning, teaching and assessment continues to look good with 87% of observations not requiring re-observation and of the those, 22% are sharing best practice.
 - The College is in the top 100 most inclusive workplaces index, awarded by the National Centre for Diversity. The College features at number 36.

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The College has been awarded the Careers Quality Standard

7.2 The VPC provided a verbal update:

- There has been lots of work around work experience since the last Ofsted visit. Over 1300 students have taken part in work experience with 920 of those engaging remotely. The college is engaged with a wide range of employers. The engagement rate is 85%.
- Capacity development fund, a precursor to T-levels has supported 55 placements with a further 20 expected. The ESFA has confirmed that there will be no claw back in funding. The College continues to build relationships with employers who are able to offer the extended hours placements.

The Tuition Fund, designed to support those students affected by Covid the response. Funds have been wide reaching, supporting students in their English and Maths, bringing employers onsite to offer developmental work, purchasing resources for students to use at home to support their remote learning. Plans for the use of funds in the next year are currently being planned.

Q. How are our links with employers supporting and directing the curriculum?

A. This is key focus for the college. We have a number of employers led hubs and they are helping us to shape the curriculum across both FE and HE. There are a number of innovative projects that we are working closely with a number of employers on. We are building the College's reputation and employers are now approaching us to work with us.

Q. How can we ensure that employers are developing the quality of the curriculum to ensure that the student has the right experience?

A. We are working with employers and subcontractors on this. Employers have criterion that, they don't necessarily want students to have the high-level technical skills as these can be developed in the workplace. Employers are looking for students who have a good set of well-rounded and developed softer skills to approach the workplace in a positive way. There was a suggestion that the College could look at engaging employers to mentor and encourage an entrepreneurial outlook. There is a mentoring programme being set up to link with employers and encourage positive relationships.

8. Audit Committee – 20 May 2021

Ann Kendal had stepped in to Chair of the Audit Committee and provided an update on:

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8.1 a) Draft minutes

These were included in the pack for information and background.

8.2 b) Internal Audit Reports

The Committee received 4 internal audit reports, 3 rated as Strong assurance and 1 with substantial assurance.

8.3 c) Internal audit plan 2021-22

The Committee reviewed the Internal audit plan, the 3rd and final year of the current internal audit contract. It was proposed that an audit of the recently brought inhouse catering and security services takes place. It was also proposed that the Business Continuity & Disaster Recovery audit will cover the management of IT and resilience & succession planning. The external auditors (RSM) suggested that estates strategy is looked at again as this is of special interest to the ESFA, the Committee will be exploring this further before the next meeting. The Committee recommended the plan as presented for the for approval of the Corporation.

RESOLVED: The Internal audit plan 2021-22 is approved.

8.4 d) 2020-21 External Audit Strategy and Plan

The External Audit strategy was shared with the Committee, RSM had explained that the ESFA is no longer providing assurance to external auditors over income recognised in the financial statements from the main funding grants generated through ILR returns and so some extra work will be required by the auditors. RSM is working with the ESFA to better understand the situation but this means that the fee could increase by £5-10k. RSM are going to keep the Audit Committee informed on this. Another change relates to the requirement for the auditors to feedback their findings to the whole Corporation, not just F&GP and Audit Committee and so this will need to factored into the December meetings.

RESOLVED: The 2020-21 External Audit Strategy and Plan is approved.

8.5 e) Risk Management Policy

The Risk Management Policy is reviewed every year and it was updated this time to include for minor changes to improve readability, referencing, and job titles.

RESOLVED: The Risk Management Policy is approved.

8.6 f) Committee Terms of Reference

Following the recent publication of the Post 16 Audit Code of Practice, the Clerk had reviewed the Committee's Terms of Reference and there were

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number of changes required to ensure compliance, there were put forward as recommendation. There were also a couple of actions arising from the changes that will be actioned; a) that the Clerk sources appropriate and tailored training for Audit Committee members and b) develops a policy for the regular retendering of the external and internal audit services which also includes the performance management arrangement of those services. A couple of small changes were suggested to the wording at 1.3 and 4.9 to Clerk add clarity. **RESOLVED**: With the changes incorporated, the updated Audit Committee Terms of Reference are approved. 8.7 g) RSM- Emerging issues An Emerging Issues report by RSM was provided for information. Extended thanks for all the good work complete in this area were offered on 8.8 behalf of the Committee. 9. Finance & General Purposes Committee – 13 May 2021 The Chair of the F&GP Committee provided an update on: 9.1 a) Draft Minutes These were included in the pack for information and background. b) Student Recruitment 9.2 The VPD&ER provided an update on Student Recruitment: 16-18- recruitment is showing signs of growth. The current number of applications is 170% up on the same period of time last year (2042 v 813) with 95.5% of applicants being new students (not studied or drawn down any funding in the current academic year). Adults- Adult AEB income is more complex in 2021/22 as the funding lines are across a number of funding streams and is profiled to deliver starts all year. Adult recruitment does not start its significant period until mid-July so reporting will be more relevant in September. Higher Education- HE recruitment is also progressing well in comparison to last year; 28% increase in new student applications (711 v 553). Apprenticeships- Apprenticeships has performed strongly during COVID and is expected to deliver to budget. The 2021/22 budget is £4.5m with a carry

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in value of around £2.8m and the remainder coming in new growth. The key recruitment period for apprenticeships is April to September and the impact of this will be seen in the Q1/Q2 figures.

Q. When will numbers for next year be firmed up?

A. Mid- September

9.3 c) Management Accounts

The DCEO advised that the overall in-year position is healthy. Whilst income is below the set budget, costs are being well managed.

Business planning is ongoing and we expect to be able to present a balanced budget at the July F&GP/ Corporation.

Q. What is the item on the balance sheet labelled fixed asset creditor?

A. [DCEO to confirm outside of meeting]

DCEO

Q. Are we in breach of any of the bank covenants?

A. The covenant that compares amount of debt to assets is in breach but the bank is issuing a waive as it was expected. If we do pay down some of the debt in future this will avoid the need for a waiver. Another wavier was also breached due to Office for Students taking an exceptional decision to pay providers earlier in the year than usual to ease cash flow. This is an accountancy breach; the bank is aware and will be issuing a waiver.

The CEO noted that the college was awaiting confirmation of income for 2021/22 from two sources:

- a. Tuition Support Fund from ESFA (c.£600k)
- b. Skills guarantee from WY Combined authority (c.£500k)

It was noted that this late confirmation poses a risk to the setting of the budget for next year.

9.4 d) Subcontracting

The VPD&ER presented the Subcontracting Update which, inline with ESFA requirements, sought approval to continuing working with approved providers to deliver adult education budget and apprenticeship provision on behalf of the College for 2021-22 contract year. The delivery relates only to any carry in activity and there are no new proposals to subcontract new provision in 2021/22.

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RESOLVED: The continuation of subcontracting provision set out in the Subcontracting update for 2021/22, to facilitate carry in learning contracts is approved.

e) People Strategy

The DPS provided the People strategy update, including:

- The College is now in phase 6 of the Covid plan, so more people are returning to on-site working.
- The HR Business Partners will be working with the Heads of Department to develop their new engagement actions plans and areas of focus moving forwards.
- The College is seeing a positive return from the investment that was made in Learning and Development.
- Year to date we now have less than 3% absence which is better than the current UK absence average.
- The lockdown health and wellbeing activities for staff continue and are being really well received.
- The College has received notice on the contract for our Occupational Health provider and this is going through a tender process at the moment.
- Mid-year appraisals have now been completed and checks are in place to follow up with managers that have not completed them.
- The re-tender for the HR payroll and HR system is currently being rolled out.
- HR continue to review DBS renewal compliance.
- The HR data provision and reporting has improved.

f) 2020/21 Non-consolidated Pay Award 9.6

The DCEO reported that the improved in-year financial position meant that it was possible to consider a non-consolidated pay award for all College Staff, which would provide tangible recognition of the collective effort to maintain services to students in the midst of the Covid-19 pandemic.

Sustained improvements in learning and teaching, positive student feedback, and the commitment of all staff to maintain access in challenging circumstances can be recognised in a tangible way sending a clear message to both workforce and stakeholders about the College's improvement journey and the importance of the contribution of staff in all disciplines.

The Senior Leadership Team had explored potential options and a proposal for a 2.0% in year, non-recurrent, non-consolidated, and non-superannuable pay award is recommended by the Committee to the Corporation for approval.

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9.5

The award would be payable to all staff employed by the College pro rata to their length of service during the 12-month period to 31 May 2021 and the proportion of full-time hours worked, subject to a minimum payment of £500 for a full-time employee employed throughout the period.

RESOLVED: A 2020/ 21 in-year non- consolidated Pay Award is approved for staff, as set out in the proposal.

9.7 g) Strategic Risk Register- SR6

Discussed under item 13.

9.8 h) FE Fees Policy

The Committee had reviewed the FE Fees Policy, the VPD&ER explained that it will include a link to the relevant guidance from the ESFA and West Yorkshire Combined Authority guidance for 2021-22.

RESOLVED: The FE Fees Policy 2021-22 is approved.

10. Search and Governance Committee – 22 April 2021

In the absence of the Chair of the Search and Governance Committee, the Clerk gave the update on the last meeting:

10.1 a) Draft minutes

These were included in the pack for information and background.

10.2 b) Succession planning

The Committee had reviewed the Skills Audit Report and the succession plan, the Clerk advised that interviews had taken place with two potential Governors with the view to fulfilling the following skills gaps:

- Audit (Chair of Committee)
- HR

The Committee recommended that from the new academic year that John Williams with a strong Audit background and experience of FE governance and David Fearnley, an experience HR professional, be appointed to the Corporation as independent members. That John becomes Audit Chair and David becomes a member of the Finance & General Purposes Committee. John will also be asked as Committee Chair, to join Search & Governance Committee.

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The Clerk explained that in order to add additional members to the current Corporation composition, the Standing Orders and Instrument will need to be temporarily changed to allow for more than 15 independent members.

It was also recommended that Richard Woods joins the Quality and Standards Committee from the new academic year.

The Committee has also reported that there remains an identified skills gap for a governor with a legal background and the advert on the College website has been updated to reflect this.

The outcome of the Student's Union ballot for 2021/22 appointments had been announced. The Presidents role has gone to Habiba Shiraz an FE student and the HE Officer has gone to Jevgenija Mironova. In line with the constitution and bylaws for the Student's Union, they will also assume the role of Student Governor.

The Clerk advised that there are two governors who will be shortly stepping down as their term of office comes to an end. June Durrant (Chair of Quality and Standards Committee) will step down at the end of the academic year and Paul Ashton (Vice Chair of Corporation and Chair of Finance & General Purposes Committee) will step down at the end of the calendar year. The Clerk therefore sought expressions of interest to fill the following roles:

- Chair of Quality and Standards Committee
- Vice Chair of Quality and Standards Committee
- Vice Chair of Corporation
- Chair of Finance & General Purposes Committee
- Vice Chair of Audit Committee

RESOLVED: It is approved that John Williams is appointed as Independent Governor and Audit Committee Chair from 1 September 2021, with a term of office of 4 years.

RESOLVED: It is approved that David Fearnley is appointed as Independent Governor and member of Finance and General Purposes Committee from 1 September 2021, with a term of office of 4 years.

RESOLVED: It is approved that Richard Woods joins Quality & Standards Committee from 1 September 2021.

Governors

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RESOLVED: It is approved that Habiba Shiraz is appointed Student Governor from 1 September 2021 and as a member of Quality and Standards Committee, with a term of office 1 year.

RESOLVED: It is approved that Jevgenija Mironova is appointed Student Governor from 1 September 2021 and as a member of Quality and Standards Committee, with a term of Office of 1 year.

RESOLVED: That the Clerk makes a temporary amendment to the Standing Orders and Instrument to allow for an increase from 15 to 16 independent members during the Autumn term is approved.

c) Governance Quality Improvement Plan

The Corporation noted progress against the Governance Quality Improvement Plan.

d) Governance effectiveness review

10.3

The Committee had discussed external board effectiveness reviews and agreed that it should take advantage of the current offering of external board effectiveness reviews from the ESFA.

RESOLVED: It is approved that a two-layer approach should be taken to include self-assessment and an external assessment.

10.5 e) Search and Governance Compliance against Terms of Reference

The Committee had self-assessed against its Terms of Reference and the Clerk is considering arrangements for appraisal of Vice Chair with the appointment of new Vice Chair (December 2021).

No changes were suggested to the Search and Governance Committee Terms of Reference at this time.

10.6 f) Scheme of Delegation

The Committee had discussed the revised Scheme of Delegation and noted it was much improved from the previous version. The Clerk advised that the document would be kept under constant review. Some formatting changes were suggested.

Clerk

RESOLVED: That the Scheme of Delegation is approved.

g) <u>Key role descriptions:</u>

- Chair
- Vice Chair

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		ı	
	Safeguarding lead		
	Equality and Diversity lead		
	The Clerk advised that the revised role descriptions had been shared with the current incumbents for review and input and that they were presented to the Corporation for approval.		
	It was agreed that the Chair and Vice Chair descriptions should be updated to reflect a commitment to HE as well as FE.		
	RESOLVED: That the revised role descriptions are approved.		
11.	Remuneration Committee- 22 April 2021		
11.1	a) Draft minutes – 22 April 2021		
	These were included in the pack for information and background.		
11.2	b) Senior Post Holder Remuneration Policy and Procedure		
	The Committee had looked at a new Senior Post Holder Remuneration Policy and Procedure, since the meeting there had been consultation with the Senior post holders and there were a couple of small changes which were approved under Chairs action.		
	RESOLVED: That the Senior Post Holder Remuneration Policy and Procedure is approved.		
11.3	c) Remuneration Committee Self-assessment against Terms of Reference		
	The Committee had self-assessed against its Terms of Reference. There were no recommend changes to the Remuneration Committee Terms of Reference for 2021-22.		
11.4	d) 2020/21 Non-consolidated Pay Award – verbal recommendation		
	The F&GP Committee had reviewed a proposal for a non-consolidated pay award for staff, they referred consideration of the same proposal to the Remuneration Committee in respect of the Senior Post Holders (SPHs). The Committee met to discuss on 26 May. The Committee concluded that it ha been a unique and difficult year and the performance of both staff and SPH has been outstanding. The Committee agreed to recommend the non-consolidated award for SPHs to the Corporation for approval.		
	RESOLVED: A 2020/ 21 in-year non- consolidated Pay Award is approved for Senior Post Holders, as set out in the proposal.		
Governance and Compliance			
12.	a) Data Protection (GDPR) policy		

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12.1	Officer and advised that the updates were minor. The Corporation noted that this was is an area that carries with it considerable risk and urged the CEO to put in place a DPO as soon as possible. RESOLVED: The Data Protection (GDPR) policy is approved. b) Safeguarding update The VPQSE provided a safeguarding update advising:	
	 There has been an increase in homelessness and family breakdown There has been an increase in referrals around student's mental health 2,500 students took part in the Quality of Service survey The next steps will focus on blended service, mental health first aid, resilience champions and the college becoming a center for the reporting of hate crimes. The Corporation commended the survey results and noted that the decline 	
12.3	in Prevent referrals and students feeling safe in college was positive. The Safeguarding link governor commented on the excellent work in this area. c) Prevent Policy and Prevent Risk Assessment/ Action Plan	
	The Corporation reviewed the updated Prevent Policy and the Prevent Risk Assessment/ Action Plan, which was shared with the Corporation for assurance. Governors suggested that the policy be updated to reflect their responsibilities and also to show that prevent is about prevention of	
	extremism not just terrorism and other violent acts. RESOLVED: With the suggested amends, that the Prevent Policy is approved. <i>L- CH</i>	VPQ&SE
Risk	Stratogic rick monitoring	
13.	Strategic risk monitoring	
13.1	The DCEO advised that a reduction in the rating on SR6 (Failure to recruit, retain and engage skilled, motivated and passionate employees) was proposed at the last F&GP Committee and is recommended to Corporation for approval.	
13.2	RESOLVED: The reduction in the rating on SR6 is approved.	
14.	Reports from Subsidiaries/Joint Ventures/Committees*	

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14.1	The following subsidiary company reports were shared for information:	
	a) Inprint & Design - 15.03.21	
	b) West Yorkshire Colleges Consortium – 27.04.21	
	c) Equality & Diversity Committee – 24.03.21	
	d) Health, Safety & Welfare Committee – 15.04.21	
	e) Joint Consultative Committee – 11.03.21, 18.03.21, 25.03.21	
Summary	matters	
15.	Any other business	
15.1	The Chair closed the meeting at 18.30.	
16	Meeting Evaluation	Assistant
		Clerk
16.1	Link to the meeting evaluation form to be circulated via email.	

Approved by the Corporation:

C. Orange 22.07.2021 Signed by the Chair Date

Agreed Actions

No	Minute	Action	Who?
1	4.2	Steve Roberts raised the issue of timing of- Inprint and Design meetings. The Clerk will follow up with the Company Secretary.	Clerk
2	6.2	Exec to look at developing the dashboard for 2021/22 to include in year, year on year trend analysis.	VPD&ER/ VPQ&SE/ DCEO
3	8.6	A couple of small changes were suggested to the wording at 1.3 and 4.9 to add clarity.	Clerk
4	9.3	Q. What is the item on the balance sheet labelled fixed asset creditor? A. [DCEO to confirm outside of meeting]	DCEO
5	10.2	The Clerk therefore sought expressions of interest to fill the following roles:	Governors

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6	10.6	Formatting changes	Clerk
7	10.7	It was agreed that the Chair and Vice Chair descriptions	Clerk
		should be updated to reflect a commitment to HE as well	
		as FE.	
8	12.1	The Corporation noted that this was is an area that carries	CEO
		with it considerable risk and urged the CEO to put in place	
		a DPO as soon as possible.	
9	12.3	Governors suggested that the policy be updated to reflect	VPQ&SE
		their responsibilities and also to show that prevent is	
		about prevention of extremism not just terrorism and	
		other violent acts.	

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