

Minutes of: CORPORATION
 Date: 13th October 2022
 Time: 5:30pm
 Place: via Microsoft Teams



Present: Mr S Brand
 Mr P Cook MBE (Principal)
 Mr S Crick
 Mr M Crook
 Dr H Friend
 Mr I Meaton
 Ms L Miervaldis
 Mr I Pursglove (Chair)
 Mr C Todd (Vice Chair)
 Ms N Williams

In attendance: Ms R Herbert (Vice Principal, Quality and Curriculum)
 Ms J Ferguson (Vice Principal, Safeguarding and Pastoral Care)
 Mrs P Powditch (Interim Vice Principal Finance and Resources)

Mrs Y Doherty (Clerk to the Corporation)

22/01 APOLOGIES

Apologies for absence were received from Mr K Sonecha.

22/02 DECLARATIONS OF INTEREST

There were no declarations of interest.

22/03 MINUTES FROM THE PREVIOUS MEETINGS

3.1 Minutes from the meeting held on 30th June 2022

The minutes of the meeting (circulated, document Oct 22/1) held on 30th June 2022 were considered.

It was **RESOLVED THAT** the minutes of the meeting held on 30th June 2022 be approved.

3.2 Minutes from the confidential meeting held on 30th June 2022

The minutes of the confidential meeting (circulated, document Oct 22/3) held on 30th June 2022 were considered.

It was **RESOLVED THAT** the minutes of the meeting held on 30th June 2022 be approved.

3.3 Minutes from the meeting held on 12th July 2022

The minutes of the meeting (circulated, document Oct 22/2) held on 12th July 2022 were considered.

It was **RESOLVED THAT** the minutes of the meeting held on 12th July 2022 be approved.

22/04 MATTERS ARISING

It was agreed that the Interim Vice Principal Finance and Resources would provide the detail for inclusion in the minutes.

21/74.2 Actions from the previous meeting; 12th May 2022

21/65.1 Fees Policy

*Overseas learner fees – confirmation of the basis for the fees***This fee is unchanged since 2019/20.****21/77 Policies/Strategies**

21/77.1 LGPS Discretionary Policy

*The accuracy of the policy provision relating to early payments of benefits at age 55 was questioned Vice Principal Finance and Resources to review this and confirm the position, with any further revision as necessary***The earliest retirement age for the West Midlands LGPS is still 55. The current policy allows Hereward the option to support a full pension without deduction in exceptional circumstances and only with permission of the full Board. Sufficient safeguards therefore seem to be built in and no re-wording is necessary****Business was considered on an exception basis.****FOR INFORMATION****22/05 STANDING AGENDA ITEMS****5.1 Principal's Report**

The Principal presented a report providing a general update on matters not covered in other reports (circulated, document Oct 22/4).

Detail was provided on

- Student numbers
- 49-week residential provision
- Staff recruitment
- College 50th Anniversary celebrations
- Inspection preparation
- SEN Specialist Advisor
- Work-based Provision and Employability Advisor
- Catering Kitchen
- Business in Action

Points highlighted included:

- the catering provision had vastly improved
- the 49-week extended provision had been successful, with new applications being received for the service
- a breakdown of Ofsted inspections from Natspec colleges had been received and the consultant Ofsted inspector was developing documentation to supplement the QuIP.

Reference was made to a recently published inspection report for an independent specialist college that was assessed as Good with Outstanding features.

Members expressed congratulations regarding the successful development of the 49-week extended provision commenting that this achievement was not to be underestimated.

It was **RESOLVED THAT** the Principal's update report be noted and received.

5.2 Quality Improvement Plan 2021/22

The Vice Principal Quality and Curriculum presented a report on the Quality Improvement Plan (QuIP) (circulated, document Oct 22/5), confirming that a recent update had been considered in detail by the Quality and Standards Committee.

It was confirmed that updates were highlighted in amber, with actions that were likely, in some form, to be carried forward to the 2022/23 QuIP highlighted in yellow.

Points highlighted included

- successful paid or voluntary employment outcomes
- some of the suggestions from the recent feasibility study would be utilised where possible

Discussion points included:

- work with Warwick University / Project Search – was this continuing?

Yes. There were eight interns, and a new manager had been appointed to Project Search

- positive destinations – what was the national comparative

It was confirmed that this was included in the SAR.

It was **RESOLVED THAT** the Quality Improvement Plan 2021/22 update report be noted and received.

5.3 Student Numbers

The Vice Principal Quality and Curriculum presented a report on the Student Numbers (circulated, document Oct 22/6).

It was emphasised that this was an early report, which confirmed current numbers as 322. Applications for 2023 entry were also being processed.

It was commented that the numbers were welcome and above what had been anticipated. On the basis of current numbers what were the expectations for the number of normal withdrawals and the end of year position.

It was confirmed that it would be hoped that numbers would not fall below 310 and that any impact on funding would be based on when any withdrawals actually took place.

It was **RESOLVED THAT** the Student Numbers update report be noted and received.

FOR DECISION

22/06 KPI Data Dashboards – Final Position 2021/22 and Proposed KPIs for 2022/23

A report on the final performance against the Data Dashboard 2021/22 and proposed revisions for 2022/23 was considered (circulated, document Oct 22/7).

Improving Teaching Learning and Assessment (ILTA):

It was highlighted that the achievement data was still to be completely finalised.

It was reported that the update had been considered in detail by the Quality and Standards Committee.

Proposals for 2022/23

Monthly Data

➤ Learner Attendance rates:

KPI target reduced from 92% to 90% based on historical data

It was highlighted that the Board had previously expressed concern that the target of 92% was too challenging. In reviewing this target consideration had been given to the good results achieved with an attendance rate of 90% and absences that could be attributable to the medical needs of learners.

It was suggested that the attendance rate data be sub-divided by cohort to provide more accurate and representative data. **This was agreed.**

Termly Data

➤ Learner achievement for English and maths functional skills:

KPI target to be reduced from 80% to 75% to reflect more closely historical data and national achievement rates

The existing target of 80% was above national rates. Previous attainment had been at 79% and 75%, the reduced target was considered more achievable.

➤ Learner achievement for English and maths qualifications:

KPI target to be reduced from 80% to 75% to reflect more closely historical data and national achievement rates

It was noted that predicted outcomes were reported during the year and that there could be significant differences between Term 2 and 3. It was suggested that at the point the predicted outcomes were estimated that this should be included. **This was agreed.**

➤ % of teachers with a specialist SEN qualification at level 2 or above:

Keep the target the same but adjust the indicator for green to 85%-95% and above to allow for fluctuations in staffing and recruitment.

It was suggested that this was too broad a range, and that perhaps the Green RAG rating should be set at 90%+. **This was agreed.**

➤ % of teaching support staff with a specialist SEN qualification at Level 2 or above:

Adjustment to include the phrase - or have completed 30 hrs of specialist CPD within the year

Working in Learner-Centred Structures (WILCS)

Retention rates for learners with mentor support or clinical intervention had reduced in 2021/22

Termly data

➤ % retention rates for learners with mentor support:

keep the target the same but adjustment the indicator rate for green to change from 95% to 90%-95% to take account of issues where learners may not be able to complete for medical reasons.

➤ % retention rates for learners with clinical intervention:

keep the target but adjustment the indicator rate for green to change from 95% to 90%-95% to take account of issues where learner may not be able to complete for medical reasons.

This amendment recognised the need for high levels of intervention required to support those learners that were the hardest to retain.

It was advocated that the loss of one learner could have a quite an impact on the data and understanding this supported the proposed amendment.

Delivering Responsibilities in Partnerships (DRIP):

The percentage of learners with an EHCP having an annual review was below target.

Annual Data

➤ Additional KPI:

Paid employment % of those learners who have employment as a recognised and realistic destination

➤ % of learners with EHCP's having annual review:

Proposed reword to - % of learners in final year of programme with EHCPs having annual review
It was highlighted that all learners were required to have an annual EHCP review, regardless of circumstances but that the focus on the final year was appropriate.

Retention of the existing KPI with the addition of one reporting on ECHP reviews in the final year was agreed.

Making the Most of College Resources (MMCR):

The final position for financial health grade and annual outturn (%) were highlighted.

Data against utilisation of teaching hours had not been provided.

Monthly Data

➤ Removal of KPI – Weekly staff days lost (COVID related)

It was **RESOLVED THAT**

- i. the final performance against the Data Dashboard 2021/22 be noted and received;
- ii. subject to the discussions and agreed actions, the proposed KPI Data Dashboards 2022/23 be approved.

22/07 FINANCE and RESOURCES**7.1 Revised Budget 2022/23**

The Interim Vice Principal Finance and Resources reported on the Revised Budget 2022/23 (circulated, document Oct 22/8).

The following points were highlighted:

- Income based on assumed learner numbers
- Expenditure
- The anticipated value and % of operating surplus
- The financial health grade
- The proposed capital budget
- Direct cash flow (included for the first time)
- Bank covenants were met
- Revised draft of three-year plan included for reference only

Other points of note:

- Agency cover – this was higher than had been accounted for previously
- % wastage rate – based on potential learner withdrawals
- Work on full costing model was in progress
- Risk and opportunities
- Increased number of interns which attract lower fees
- Average day fee
- Increase in residential learners + 49-week extended provision
- Prudent approach regarding DSA income
- Proposed pay offer

Points of discussion included:

Release of provisions – explanation for non-finance governors.

It was explained that a provision is a sum set aside for an event uncertain in nature and value.

This included things such as the College making provision against non-attendance for more than two weeks. This would be held for 3 years.

Concern was expressed at the significant increase in pay proportion against income, and how did this compare to sector benchmarks.

In discussion a number of points were made:

- The detail around pay indicated a significant increase against ILS staff
- Although GFE a direct comparison could not be made given the specialism of the College and that it served a small number of learners with high needs
- Sector benchmarking would be based on lower learner funding rates and would exclude issues around casual staff etc
- It was advocated that a better comparison would be a SEN school
- It was reported that the position was similar to that of an FE Sixth Form college
- It was about what the data was compared with and that the position should be monitored

It was agreed that the wider sector would not provide a valid benchmark, however the key issue was the recovery of costs, and effective utilisation of staff. It was important to understand this and consideration should be given as to how this data could be provided.

It was advocated that sustainability was reflected in the forecast for the next 3 years.

However, previous reports had also included detail on what the cost of any pay award would be, and that currently the absolute cost was unclear.

It was agreed that the Interim Vice Principal Finance and Resources would provide this detail.

It was again highlighted that the College was the only GFE with a wholly specialist remit. There were similar providers but with very different cohorts
It was suggested that the position needed to make sense to the college as an organisation, whilst monitoring the position.

Proposed Pay Award

Did this include the reversal of the NI increase, and what was the level of confidence that the offer would be accepted by the Unions?

It was confirmed that the proposal assumed the reversal of the NI increase as of November 2022.

It was reported that there had been robust discussion of the proposed offer and its affordability at the meeting of the Task and Finish Group, 10th October 2022.

There was as much confidence as there could be based on affordability.

The Principal would need to meet with the unions to make the proposed offer and provide the context of the basis on which it was made.

It was acknowledged that differing offers were being made within the sector, but that this offer was in addition to those made in the last financial year, and was also above the AoC recommendation.

It was emphasised that the detail was to remain confidential until after the meeting with the unions.

It was commended that the budget was well presented, including analysis and the three-year forecast, which provided assurance.

However, there was a need to acknowledge that the College was going through a period of risk which the Corporation would need to be mindful of.

It was **RESOLVED THAT**

- i. the revised budget for 2022/23 be approved;
- ii. the proposed pay award offer be approved;
- iii. the Principal meet with the unions, to present the offer, which if accepted would be from 1st September 2022;
- iv. after the meeting, the Principal was to update Corporation members and staff as appropriate

8.2 Strategic Risk Register 2022/23

The Interim Vice Principal presented the revised Strategic Risk Register 2022/23 (circulated, document Oct 22/9).

It was confirmed that the register had been considered in detail at the meeting of the Audit Committee on 26th September 2022.

Updates included

- Further action updates, with the majority of existing actions now complete.
 - Actions completed since the last update include SR1-4 (employment outcomes) and SR1-4 (work experience outcomes)
 - No changes to the categories of any residual risks
- Reduction in the impact score for
- *SR2-5: Failure to deal with the impact of the COVID19 pandemic leading to reduction in quality of provision*

Reduced from 4 to 3

This did not change the category of residual risk, which remained as 'Housekeeping'

After consideration of the report by the Audit Committee a further amendment was made to:

- *SR4-1: Failure to ensure the ongoing financial viability*

The residual risk score was **reduced from:** 4 x 6 = 24: Significant Risk

to: 3 x 6 = 18: Contingency

It was **RESOLVED THAT** the Strategic Risk Register 2022/23 be approved.

22/08 POLICIES

- *Finance and Resources*

8.1 Health and Safety Policy

The Principal presented the reviewed Health and Safety policy (circulated, document Oct 22/10).

Amendments were identified in red text.

It was **RESOLVED THAT** the Health and Safety Policy 2022/23 be approved.

8.2 Redundancy Policy

The Interim Vice Principal presented the Redundancy Policy (circulated, document Oct 22/11).

The policy had been subject to a major review to reflect current statutory requirements and to reflect best practise. It also reflected the growing scrutiny by the EFSA on any redundancy payments above the statutory minimum. The policy changes had been subject to legal review. Amendments were highlighted in yellow.

It was **RESOLVED THAT** the Redundancy Policy be approved.

- *Safeguarding and Prevent*

8.3 Safeguarding Policy

The Vice Principal Safeguarding and Pastoral Care presented the Safeguarding Policy (circulated, document Oct 22/12).

The executive summary provided detail of where the Safeguarding Policy had been updated. The changes were highlighted in the policy, for ease of reference.

It was **RESOLVED THAT** the Safeguarding Policy be approved.

8.4 Prevent Strategy and Action Plan

The Vice Principal Safeguarding and Pastoral Care presented the Prevent Strategy and Prevent Duty Risk Assessment/Action Plan (circulated, document Oct 22/13).

The **Prevent Strategy** had been reviewed with the updates highlighted for ease of reference. It was highlighted that the revisions reflected changes to referral information and national threat levels.

It was **RESOLVED THAT** the Prevent Strategy be approved.

The **Action Plan** provided evidence of compliance with the Prevent Duty. Additions were highlighted for ease of reference.

It was **RESOLVED THAT** the Prevent Duty Risk Assessment/Action Plan be noted and received.

- **Quality and Curriculum**

8.5 Complaints Policy

The Vice Principal Quality and Curriculum presented the Complaints Policy and Procedure (circulated, document Oct 22/14).

It was confirmed that the minor additions were highlighted for ease of reference.

It was **RESOLVED THAT** the Complaints Policy be approved.

The Chair acknowledged the amount of work involved in reviewing and revising the policies.

22/09 GOVERNANCE

9.1 Committee Terms of Reference

A report on proposed Committee Terms of Reference was considered (circulated, document Oct 22/15).

It was noted that:

Audit Committee

- The Audit Committee reviewed the Terms of Reference 2021/22 and its compliance against them at the meeting on 26th September 2022.
- Two amendments to the Terms of Reference for 2022/23 were identified, in red text.

Quality and Standards Committee

- The Quality and Standards Committee reviewed the Terms of Reference 2021/22 and its compliance against them at the meeting on 28th September 2022
- There were no amendments proposed to the Terms of Reference for 2022/23

Task and Finish Group – PNAG (time-limited)

- The Terms of Reference have been considered by members of the PNAG Task and Finish Group
- Additional proposed amends were subsequently received, identified in the red text

It was suggested that the Task and Finish Group ToR be further amended to include the detail of who the members were.

It was **RESOLVED THAT**

- the Terms of Reference for the Quality and Standards Committee 2022/23 be approved;
- the Terms of Reference for the Search and Governance Committee 2022/23 be approved;
- the Term of Reference for the Task and Finish Group – PNAG be approved.

9.2 Governance Documentation

The Clerk presented a report on the reviewed Governance documentation (circulated, document Oct 22/16).

- Instrument and Articles of Government
- Standing Orders
- Governance and Delegation of Powers
- Governors Code of Conduct

The executive summary provided detail of where the documentation had been updated.

In particular it was highlighted that:

Instrument and Articles of Government

- the number of student members had been reduced to reflect the changing student cohort and to align with current proposals under development relating to learner engagement across college.
- there was a proposed change of title for the role of Clerk

Standing Orders

The process of appointment of Chairs of Committee was raised (page 16).

The provisions indicated that the Chairs of Committees would be appointed on an annual basis.

In discussion it was suggested that this be amended to indicate that Chairs would be appointed for the duration of their terms of office or until such time as they stood down from the role.

It was **RESOLVED THAT**

- i. the Instrument and Articles of Government be approved;
- ii. subject to the identified amendment the Standing Orders be approved;
- iii. the Governance and Delegation of Powers and Governors Code of Conduct be approved.

FOR INFORMATION**22/10 FINANCE and RESOURCES****10.1 Monthly Management Accounts (Month 12)**

The Interim Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 12 (circulated, document Oct 22/17).

The report detailed the final outturn financial position against the budget for 2021/22.

A summary of the position was provided:

The revised budget agreed in October 2021 showed an operating surplus of £83,000. The outturn position was a surplus of £292,000, subject to the auditing of the annual accounts.

Detail of key issues was provided and included

- the surplus achieved in comparison to the forecast and revised budget.
- Financial health is "Outstanding".
- The cash balance at the end of the period
- Banking covenants were being met
- Updates on the management of previously identified risks

It was **RESOLVED THAT** the Month 12 Management Accounts be noted and received.

10.2 Residential Provision Update Report

An update report was considered (circulated, document Oct 22/18). The confidential classification of the report was noted. Further updates would be provided as necessary.

It was **RESOLVED THAT** the Residential Provision Update Report be noted and received.

10.3 Data Protection/GDPR Update Report

The Interim Vice Principal Finance and Resources presented an update report on Data Protection/GDPR (circulated, document Oct 22/19).

Key highlights included:

- There had been 5 data subject data access requests during the summer term
- The GDPR group had met and continued to work on the agreed action plan
- A new action plan had been agreed for 2022/23
- Privacy notices were reviewed and updated
- The group continued to monitor the updating of student consents and emergency contact information

It was **RESOLVED THAT** the Data Protection/GDPR update report be noted and received.

10.4 Annual HR Report 2021/22

The Interim Vice Principal Finance and Resources presented the annual HR report (circulated, document Oct 21/22).

Key HR metrics indicated:

- Staff turnover rate of 15.52%
- % of workforce with formal employee issues 4.9%
- Vacancy rate of 24.41%
- Sickness absence rate of 4.53%
- Workforce profile analysis shows:
 - 70 are aged 40 and over
 - 11% have declared a disability
 - 80.5% are female
 - 80% are White British

It was **RESOLVED THAT** the annual HR report 2021/22 be noted and received.

10.5 Annual Health and Safety Report 2021/22

The Interim Vice Principal Finance and Resources presented the annual Health and Safety report (circulated, document Oct 22/21).

The report provided detail on activities to promote and improve safety in 2021/22 including:

- Risk assessment review and evaluation
- Individual Student Risk Assessments
- Fire management
- Safeguarding
- Compliance testing
- Load bearing structures
- Site security
- Asbestos management
- Water management
- Management of electricity
- Response to the pandemic
- Environmental/Green issues
- Training
- Incidents (including comparative data)

It was **RESOLVED THAT** the annual Health and Safety report 2021/22 be noted and received.

The Chair expressed thanks for the comprehensive suite of reports.

22/11 SAFEGUARDING and PREVENT**11.1 Annual Safeguarding Report 2021/22**

The Vice Principal Safeguarding and Pastoral Care presented the annual Safeguarding report 2021/22 (circulated, document Oct 22/22).

The report provided detail on:

- Internal audit
- Local Authority 157 audit
- Safeguarding Deep Dive to the Audit Committee
- Link Governor visit
- Safeguarding supervision
- Natspec safeguarding forum
- Changes to CPOMS
- Safeguarding data
- Training for staff, learners and governors
- Learner feedback

Discussion points included:

The data provided on concerns by Pathway indicated that there were fewer in relation to the interns, it was queried if there was a reason for this.

It was reported that this was due to the lower number of learners in that group and that being placed in an employment setting meant any concerns were more likely to be of lesser significance. The interns were supported by a Job Coach who was trained and could report any issues through the normal systems.

The Chair reminded members that safeguarding remained a particular area of focus and especially in terms of Ofsted during inspection.

It was **RESOLVED THAT** the annual Safeguarding report 2021/22 be noted and received.

11.2 Safeguarding Update October 2022

The Vice Principal Safeguarding and Pastoral Care, presented a Safeguarding update report (circulated, document Oct 22/23).

The report provided a position statement with regard to Safeguarding at the start of the 2022/23 academic year.

Detail included:

- Tiering system data
- CPOMS data
- Safeguarding activity at the start of term

It was **RESOLVED THAT** the Safeguarding Update October 2021 be noted and received.

22/12 AUDIT**12.1 Audit Committee Meeting – 26th September 2022**

The Chair of the Audit Committee presented a report on the Committee Meeting, 26th September 2022 (circulated, document Oct 22/24).

The business considered, outside of the agenda for this meeting, and detail brought to the attention of the Corporation included:

Deep Dives
 Internal Audit Service Annual Report 2021/22
 Progress against audit recommendations
 Annual Value for Money Report 2021/22
 Gifts and Hospitality
 Publications
 Committee Self-Assessment
 Draft Audit Committee Annual Report 2021/22
 Performance Review of the Internal Audit Service 2021/22

It was **RESOLVED THAT** the report on the Audit Committee Meeting, 26th September 2022 be noted and received.

12.2 Annual Risk Management Report 2021/22

The Interim Vice Principal reported on the Annual Risk Management Report 2021/22 (circulated, document Oct 22/25).

It was noted that the report had been considered by the Audit Committee.

Highlights included:

- Senior leaders have continued to drive a risk-based approach across all college operations.
- Updates on progress have been provided to the Board and Audit Committee on actions taken throughout the year.
- An analysis of the categorisation of residual risks for 2021/22 was provided with a comparison of the position in previous three years (to note that the risk scales and matrix were revised in 2020/21).

It was commented that more than 2/3 of the risks were assessed as Contingency/Housekeeping as a result of internal controls.

It was **RESOLVED THAT** the Annual Risk Management Report 2021/22 be noted and received.

22/13 QUALITY AND STANDARDS**13.1 Quality and Standards Committee Meeting – 28th September 2022**

The Chair of the Quality and Standards Committee presented a report on the Committee Meeting, 28th September 2022 (circulated, document Oct 22/26).

The business considered, outside of the agenda for this meeting, and detail brought to the attention of the Corporation included:

Deep Dive Presentation – Aspire provision
 Hereward Training
 Employability and Enterprise
 Draft Self-Assessment Report 2021/22
 Deep Dives (future)
 Committee Self-Assessment

It was commented that the Deep Dive presentation had been ably managed by the operational staff and that there had been robust discussion with regard to the fall in Functional Skills performance and it was anticipated that this would feature in the QuIP 2022/23.

It was **RESOLVED THAT** the report on the Quality and Standards Committee Meeting, 28th September 2022 be noted and received.

13.2 Annual Complaints Report 2021/22

The Vice Principal Quality and Curriculum reported on the Complaints 2021/22 report (circulated, document Oct 22/27).

It was reported that the report had been considered in detail at the Quality and Standards Committee.

The report summarised the key headline data from complaints received by the College during the academic year 2021/22.

The annual total of complaints received by the College 2021/22 totalled four (with one subsequently withdrawn), compared to two in 2020/21.

Two complaints were received in the Autumn term: one was upheld, one was partially upheld; One complaint was received in the Spring term: this was not upheld due to insufficient evidence; One complaint was received in the Summer term and was subsequently withdrawn.

Comparative data and diversity monitoring data was provided.

It was **RESOLVED THAT** the Annual Complaints Report 2021/22 be noted and received.

22/14 ANY OTHER BUSINESS

14.1 Investment of Funds

The Interim Vice Principal Finance and Resources presented a report on Investment of Funds (circulated, document Oct 21/28).

The confidential classification of the report was noted.

The report presented a proposal for the investment of funds and delegated authority to approve further investments or withdrawals from the accounts.

Detail was provided on the current position, the suggested investments and that delegated authority be given to the Chair, Chair of the Audit Committee and Vice Chair (two of three), for the ongoing decisions to withdraw or place additional funds into the accounts as detailed.

It was also confirmed that Treasury Management Policy would be enhanced to detail how long cash may be deposited for and the maximum amount to be place in one institution.

Following discussion

It was **RESOLVED THAT** the proposed investments be approved.

14.2 Selection Panel – Agency Proposals

The Chair reported that the process of making a permanent appointment to the role of Vice Principal Finance and Resources had begun.

The Selection Panel was scheduled to meet on 18th October to consider the recruitment proposals that had been submitted by four agencies. Detail of the range of cost was provided.

It was **RESOLVED THAT**

- i. the Selection Panel appoint the preferred agency;
- ii. an update report be provided to the next meeting of the Corporation.

22/15 DATE OF THE NEXT MEETING

The date of next meetings were confirmed as:

Monday 7th November 2022 – half-day strategy event (afternoon).

Thursday 8th December 2022 – Corporation meeting.

Signed:

Chairman

Date: