

Minutes of: CORPORATION

Date: 1st February 2024

Time: 5:30pm

Place: Teams

Present: Mr S Brand
Mr P Cook MBE (Principal)
Mr S Crick
Mr M Cumella
Mr I Meaton
Ms N Paterson
Mr C Todd (Vice Chair)

In attendance: Mrs R Barnes (Vice Principal, Finance and Resources)
Ms J Ferguson (Vice Principal, Safeguarding and Pastoral Care)
Mrs R Herbert (Deputy Principal)

Mrs Y Doherty (Director of Governance)



23/31 APOLOGIES

Apologies for absence were received from Mr S Bray, Mrs P Dyson, Ms L Miervaldis, Mr K Sonecha, and Ms N Williams.

It was noted that Mr Todd would assume the role of Chair in the absence of Mrs Dyson. The Chair highlighted that questions / comments / queries had been provided by Mrs Dyson and the Student Governor in advance of the meeting. These would be raised as appropriate.

23/32 DECLARATIONS OF INTEREST

On the basis of the business to be considered there were no declarations of interest.

23/33 MINUTES FROM THE PREVIOUS MEETING

The minutes of the meeting (circulated, document Feb 24/1) held on 7th December 2023 were considered.

It was **RESOLVED THAT**, the minutes of the meeting held on 7th December 2023 be approved.

23/34 MATTERS ARISING / ACTIONS

Matters

19.1.1 Financial Statements 2022/23: Annual Accounts

It was noted that the minutes reflected the previous discussion regarding the consideration of strategic questions separately to the December meeting; it was queried when this could be expected.

It was noted that strategic questioning had been raised as part of the consideration of the annual accounts at the December meeting and in particular regarding strategic intentions relating to investment. This was normally covered as part of the annual strategy event.

It was suggested that consideration should be given to when the next strategy event should be scheduled.

It was suggested that there was no vehicle to consider this outside of this event or the Corporation meetings, and it was queried if the Committee structure should be revisited.

The Director of Governance confirmed that this had already been discussed outside of the meeting and at the request of the Governor raising the point, the Chair had been contacted.

It was acknowledged that there was no set agenda for strategic financial intent and it that there may be a need to consider this at a specific defined time.

It was commented that it was a valid point to raise, however, the Board had considered the Committee structure and the potential for creating a Committee to consider finance and resources (March - May 2022), with the decision to maintain the current structure taken, whilst acknowledging it could be considered as part of the external governance review.

It was advocated that the Board did have adequate options to consider such matters through consideration of the budget / the discussions at strategy events / consideration of the monthly finances, and the creation of standing agenda item was also possible if necessary.

It was agreed that this issue could feed into the scope for the external governance review.

The member who raised the discussion point was invited, and accepted, the opportunity to join the group that was involved in the scoping of the external governance review.

22/63.1 Attendance of a Student Governor

It was reported that work progresses with this. Following discussion between the Chair, Principal, Vice Principal Safeguarding and Pastoral Care and the Director of Governance a plan to support the student to engage was agreed.

The first step had been for the Director of Governance to meet with her (and the member of staff supporting her) twice.

The first meeting went through the meeting agenda, explaining the reports and allowed her to choose those she was most interested in and that she felt she could / would provide feedback on.

The Student Governor requested the first six reports on the agenda.

The second meeting was for her to provide her questions / comments on the Principal's Report / Student Numbers / QulP / Data Dashboard.

Further discussion again raised the potential for a student consultative committee that would meet with Governors.

It was suggested that this could also be an area for consideration as part of the external governance review.

It was further suggested that the date of meetings was known a year in advance it could be possible to arrange for some of them to be begin earlier and so allow Governors to come into College to meet learners prior to a meeting.

Actions Report (circulated, document Feb 24/2)

23/22.3 Proposed KPIs / Data Dashboard 2023/24

It was commented that the new version was welcomed, however, it was suggested that there remained a need for the Board to receive reports providing assurance from its committees regarding the performance indicators that were now outside of the KPIs.

The SLT consider and propose a means of reporting assurance on the other performance indicators that were now outside of the dashboard.

Update 01.02.24

Report confirming where assurance against the performance indicators removed from the data dashboard continued to be reported provided as an Appendix to the Data Dashboard report on the agenda (Document 6).

COMPLETE

23/24.2.1 Public Interest Disclosure Act/Whistleblowing Policy

It was suggested that timeframes for the processes be included.

It was agreed that the policy would be amended to include the timeframes from existing college policies that contained similar processes (e.g., investigations).

Update 01.02.24

Timelines updated.

COMPLETE

23/26 Safeguarding and Pastoral Care

It was noted that the actions from the referrals to the LADO was for the College to complete and the Board would be kept informed.

An update was requested for the next meeting.

Update 01.02.24

Update provided in the Safeguarding Update Report to the meeting on 01.02.2024.

COMPLETE

There were no other matters arising.

23/35 STANDING AGENDA ITEMS

35.1 Principal's Report

The Principal presented an update report (circulated, document Feb 24/3).

The report was classed as commercially sensitive.

The report provided detail on:

- Planning for September 2024
- Potential employer sponsorship and investment on campus

Questions received in advance:

Where would any new classrooms be located?

It was reported that these would be located in the vicinity of the dedicated spaces that would be developed for working with the proposed new partners (as per the map). It was emphasised that in line with previous strategic conversations it was intended that the development of new spaces would be flexible and suitable for multi-purpose use.

It was understood that the link with an engineering partner was a potential work experience placement and would provide an opportunity for students to work within the engineering industry, however, were there plans to equip the students through the curriculum offer - so they have an understanding of engineering.

It was confirmed that this was the intention, but the scope of the programme was still to be determined so this work would be completed once this was known.

Specifically in relation to the engineering partnership what were the expectations in terms of outcomes from this placement, i.e., afterwards, and was this development something that was recognised by the student body as an aspiration or of interest?

It was reported that there had been enquiries about engineering provision over the last few years, so it was believed that the delivery of this provision was aspirational.

It was further confirmed that the intent was that the model would operate on a similar basis to that established with Premier Inn.

Discussion points included:

The report provided some fantastic updates.

It was emphasised that these developments were as a result of the initiative that had been developed with Premier Inn.

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

35.2 Student Numbers

The Deputy Principal presented a report on Student Numbers (circulated, document Feb 24/4).

It was highlighted that since the report had been distributed the number of applications had increased to 98, which was an increase of 20 on the same point last year.

Questions received in advance:

Recognising that it is still very early in the 2023/24 academic year to have clarity over the 2024/25 academic year Residential student numbers, do the SLT have any emerging thoughts or insights (e.g.) students reaching end of programme? This was seconded, with it being noted that the report did not provide any detail on current residential learners that may stay on to the 2024/25 academic year, and it was queried if this could be provided?

It was reported that current information indicated that six residential learners would be returning. There were four new applications, all of which were being supported by the College. It was anticipated that residential learner numbers would remain stable at 11. However, as noted it was early in the year and late applications were often received.

The drop in residential numbers was also queried and if there were any long-term plans to increase residential provision?

It was confirmed that this was the intention.

Day student numbers were increasing, how were these higher numbers going to be accommodated with the current resources e.g., in Mojo and the LRC?

It was reported that there had been recent growth in learner numbers with appropriate changes made, including to accommodation, to support the learner cohort and deliver the provision. It was confirmed that the SLT continued to discuss plans to expand / refurbish / refresh the accommodation.

Discussion points included:

It was queried if there were any plans to offer respite.

It was confirmed that this was the intention, but that it required careful management.

Was the reported position on agreed funding (none) usual?

This was confirmed, it was not anticipated that there would be any confirmations prior to 31.03.2024, although some may be agreed in principle prior to this.

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

35.3 Quality Improvement Plan 2023/24

The Deputy Principal presented a report on the Quality Improvement Plan (QuIP) (circulated, document Feb 24/5).

Attention was brought to the following points:

page 4: DfE visited the College on the 9th January, met with the Principal and strategic leaders from Whitbread, to gain a deeper understanding of the Thrive project and the relationship with the College. The DfE has confirmed that the College and Thrive programme will form part of the national marketing plan for supported internships.

page 12: As per the Principal's report, an offsite manufacturing company visited the College. They were so impressed they have committed to recreating a site on the College campus. Visit to their site took place on 25th January.

Questions received in advance:

page 8: *Dedicated role of ILS for FS created. Currently being advertised externally. 12.01.24: The advertisement didn't result in an appointment; the role is currently being covered by agency staff.*

What have been the difficulties recruiting staff, what are the plans going forward?

It was reported that the role had been advertised internally and externally, and that there had been no applicants. Work was progressed with an agency to find an individual with the required skill set. It was hoped that this would result in a move from temp to perm as soon as possible.

page 9: *Four Behaviour Conferences conducted since term began.*

How effective have these been in supporting students' behavioural needs?

It was advocated that these were considered to be successful as there had been less identified need this academic year compared to last. The process involved teachers/managers/support, i.e., the team surrounding the individual learner to ensure the consistent implementation of strategies and to review behaviour plans and share information.

How do staff measure the effectiveness?

It was reported that measures included rates of retention, achievement and the prevalence of incidents.

Can students feed into these?

This was not part of the current process, but there were other means by which students could input e.g., behaviour support plans and self-management plans.

Discussion points included:

page 1: new employers – good to see different sectors represented.

page 3: *35% have had experience of the workplace – against a target of 75%, was this an issue?*

It was reported that this was not considered to be the case and that a thorough analysis would be completed.

page 6: IQR process, only 3 observations completed?

It was confirmed that this was not the current position and that an update would be provided to the next meeting of the Quality & Standards Committee in March 2024.

page 8: *Dedicated role of ILS for FS created – should this be RAG rated as RED given the milestone date of November 2023?*

This was accepted as a valid point. It was highlighted that it was the '*action*' that was RAG rated as AMBER not the impact, but this would be reviewed.

page 12: it was noted that there had been no negative feedback, so far, this academic year to the new menu in place at Mojo.

various: *adult learners: greater differentiation of materials, manage to assess different starting points and progress?*

This was confirmed and that significant progress had been made in the two areas identified as part of the Ofsted inspection. An update report would be provided to the next meeting of the Quality & Standards Committee in March 2024.

It was **RESOLVED THAT** the update report against the Quality Improvement Plan 2023/24 be noted and received.

35.4 Data Dashboard 2023/24

The Data Dashboard was considered (circulated, document Feb 24/6). The following points were highlighted:

Questions received in advance:

KPI 9 & 10: an explanation as to why they were RAG rated RED was requested.

KPI 9: *% of staff in support roles observed as appropriate* – it was reported that it had been difficult to securely report on this in the last few years, so there had been a push to put observations in place. The recent introduction of the deputy ILS managers would support this further. There was confidence in the system and future improvements.

KPI 10: *% of observed lessons where learning support is identified as Good* – it was reported that when looking at the indicators the target was very high and this was currently RAG rated Red, however, comparison with data for the previous year indicated that the current position was significantly above outturn, and it was anticipated that the position would improve further.

It was queried if it would be of benefit for those staff considered highest risk, e.g., new staff, to be observed first.

This was acknowledged as possible, but the position was attributable to a number of factors. More detail would be provided in the Interim IQR report to be presented to the next meeting of the Quality & Standards Committee in March 2024.

KPI 9: how did the College ensure the quality of agency support staff. Were there any plans to reduce the reliance of external staff supplies as our students need predictability?

It was confirmed, that as previously reported, the College engaged a practising Ofsted inspector to support the work in ensuring quality. This work would continue w/c 5th February with a focus on ILS support and in particular agency. It was intended that this would support the production of further detail on the standards / skills expected of agency staff and to support them in the role.

Work continued to try to reduce the reliance on agency staff with the development of a refreshed recruitment campaign.

Discussion points included:

KPI 5: Hereward Training learner pass rates – distance learning: RAG rated RED, was this about the specific subject area previously reported on where it required a presentation?

This was confirmed and that it was also related to a particular programme and level of study.

KPI Management (circulated as Appendix to document Feb 24/6).

The Principal presented the report that provided assurance as to where the performance indicators removed from the Dashboard continued to be reported.

It was commented that it provided a thorough analysis and was very clear.

The Principal was thanked for the clear explanation as to the location of previously removed KPIs from the new Dashboard format.

It was **RESOLVED THAT** Data Dashboard 2023/24 update report be noted and received.

23/36 STRATEGY**Strategic Plan – Delivery Plan Update**

The Principal presented the Strategic Plan – Delivery Plan Update (circulated, document Feb 24/7).

The following points were highlighted:

- It had been a successful strategic phase, the exception being the objective relating to the residential provision, and on the advice of the CQC consultant there were plans to prepare for the CQC inspection.
- Supported internships: increase in numbers to 40. There were currently 36 interns on roll with a potential for 40 to be achieved next year. This was less than had been anticipated three years ago, and future plans to increase numbers beyond 40 would require further analysis. It was suggested that this would include consideration of the capacity of the employment team, the work required to establish and deliver additional placements and the potential resource requirements.

Questions received in advance:

Job evaluation - Principal's report December 2023 gave an update on the Job Evaluation Scheme and the December 2023 recruitment plans for an HR Advisor to support this work. The report appears to reflect that the December 2023 recruitment was unsuccessful. An update on the current recruitment position for this HR role was requested.

It was reported that the salary scale for the position had been re-evaluated, as it was considered to have impacted the recruitment process. There was a targeted campaign in progress for four weeks with FE Jobs.

Discussion points included:

Would there not be natural growth of internship numbers given the work with Whitbread?

This was acknowledged, however, there was a need for increased variety for the learner cohort. Whilst it was recognised that the College had the understanding there was a need to think differently about issues such as resourcing if 50+ placements were to be achieved.

3.2: It was commented that it was good to see the development of a new offer to parents utilising the AEB (available from March 2024).

4: Making the most of College resources – was there anything new regarding the estate strategy? It was commented that the College was at capacity in many respects and that the need to create more space had been recognised.

It was reported that a lot of work had been completed, including with regard to the design work relating to redeveloping the front of the College.

It had been determined that consultant fees were cost prohibitive. Action had been agreed to increase the capacity of the estates department to release the Director to complete the work.

5: Delivering responsibilities in partnerships – employer partnerships were the creative industries a growth area?

It was confirmed that this was an area for development and would need consideration by the curriculum team.

It was commented that the plan had served its purpose extraordinarily well and that there was a lot of development taking place. It was queried when the next strategic plan would be considered and if this should be before September 2024.

It was proposed that a similar process be adopted where a draft plan would be presented for consideration, and another strategy event planned for this, possible in mid-spring. This would allow employer relations to settle / develop. The suggestion of external facilitation was also raised.

It was commented that members had indicated an appetite to contribute.

It was **RESOLVED THAT** the Strategic Plan – Delivery Plan Update be noted and received.

FOR DECISION

23/37 GOVERNANCE

37.1 Actions taken between meetings

Members considered the formal report of Actions taken between Meetings: 7th December 2023 – 1st February 2024 (circulated, document Feb 24/8).

It was confirmed that the report provided the detail regarding the actions taken to

1. **approve** the creation of a temporary Deputy Principal role and appointment.
2. **approve** a Grant of Easement

It was **RESOLVED THAT** report on Actions taken between Meetings: 7th December 2023 – 1st February 2024 be noted and received.

37.2 Search & Governance Committee

Members considered the report confirming the recommended appointments (circulated, document Feb 24/9).

Following the recruitment campaign with Peridot Partners in 2023 the Corporation appointed four new members to the board and a co-opted governor to serve on the Quality and Standards Committee.

The co-opted appointee withdrew before attending any meetings and under the terms of the contract the campaign to recruit a co-opted governor was re-run.

Three applications were received, and two candidates were invited to interview on 26th January 2024.

The two candidates invited to interview met the agreed criteria and had SEN, education and elements of safeguarding experience / knowledge. The decision to recommend was on the basis of a wider experience / skills base, both operationally and strategically.

Detail was provided on the individual, including skills and experience.

It was **RESOLVED THAT** Mr D Ball be appointed as a co-opted Governor, for a four year term, with effect from 2nd February 2024.

23/38 POLICIES / DOCUMENTS FOR APPROVAL

38.1 Technical Estates and Facilities

Digital Safety & Security Policy

The Principal presented the Digital Safety & Security Policy (circulated, document Feb 24/10).

The policy was last reviewed in January 2022. A number of minor amendments have been made, including highlighting the use of software that can allow illegal downloads of files, increased monitoring and logging of digital systems, notice of phishing campaigns, strengthening password and authentication policy and title changes.

Discussion points included:

Use of removeable media, was this necessary? It was noted that this was restricted and that it may be possible to reconsider in the future.

The detail provided with regard to staff leaving and the removal of data (page 5) was queried. It was confirmed that some data is retained, and that clarification would be provided on what was removed.

[ACTION]

PC

The detail included with regard to recording / monitoring use (page 6) was raised and if this was compliant with GDPR / Data Protection. It was agreed that this would be confirmed.

[ACTION]

PC

The reference to test of user vulnerabilities via the use of phishing campaigns was noted and it was queried if staff were aware?

It was reported that this had been adopted following it having previously been raised by the Board and the commitment given by the SLT. Work had included staff training and emails to raise awareness.

It was also confirmed that the College had invested in new switches to provide isolation in the event of a breach.

Reference was made to reporting of forecast expenditure on tape drives. It was queried if this was appropriate or if cloud services should be used.

It was confirmed that the use of tape drives was the more cost effective option, with the price of cloud services more expensive per gigabyte.

It was **RESOLVED THAT** the Digital Safety & Security Policy be approved.

38.2 Safeguarding and Pastoral

Members considered the two policies presented by the Vice Principal Safeguarding and Pastoral Care (circulated, document Feb 24/11).

38.2.1 *Personal, Social, Health and Economic Development Policy (PSHE)*

There were no changes to this policy. It was reviewed extensively at its last ratification and had been considered during the Ofsted inspection (April 2023).

It was **RESOLVED THAT** the Personal, Social, Health and Economic Development Policy be approved

38.2.2 *Fitness to Study*

Updates were highlighted and covered the responsibilities of the Fitness to Study Committee, including the including the potential for the membership to include a member of the college clinical team or an external professional to give independent advice.

Learners were also now able to waive their right to five working days' notice if at their request an earlier hearing was possible.

It was noted that the policy included a staff name, it was suggested that this be removed and the title of the role in question remain.

It was **RESOLVED THAT** the Fitness to Study Policy be approved.

38.3 Finance and Resources

38.3.1 *Grievance Policy*

The Vice Principal Finance and Resources presented the Grievance Policy (circulated, document Feb 24/12).

The policy was last reviewed in January 2022. A number of minor amendments had been made, identified by tracked changes and as recommended by our legal advisors following a review of the policy. This also included a move to gender neutral language.

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

38.3.2 *Bank Mandate*

The Vice Principal Finance and Resources presented a report requesting amends to the Bank Mandate (circulated, document Feb 24/13).

It was reported that the College holds four accounts with Barclays Bank. Following the appointment of the Vice Principal Finance and Resources and completion of the necessary HR processes, the signing authorities for these accounts required updating to ensure appropriate access to the accounts.

The signing rules remain unchanged, i.e., any two authorised signatories, but the Finance Manager and Vice Principal Finance & Resources cannot sign together.

It was **RESOLVED THAT** the amended bank mandate be approved.

FOR INFORMATION

23/39 **FINANCE and RESOURCES**

39.1 **Monthly Management Accounts – Month 5**

The Vice Principal Finance and Resources presented the Monthly Management Accounts for Month 5 (circulated, document Feb 23/11).

Detail of key issues included:

- The Financial health assessment.
- The cash balance at the end of the period.
- Banking covenants are forecast to be met.
- Reforecast increased year end retained surplus.
- Reforecast, and increase, of capital spend to reflect investment in the residential facilities.

Discussion points included:

It was commented that the report was succinct and easy to read.

The financial health assessment was queried.

It was confirmed that as per the report a review had been undertaken of the performance indicators reported as part of the monthly management accounts to ensure they had been calculated in line with the ESFA's methodology. The review highlighted a couple of amendments, detail was provided.

The Financial health of the College as forecast remains as "Outstanding".

Progress against the AEB allocation was queried, given the last position reported at the meeting of the Quality and Standards Committee.

It was confirmed that this was subject to regular review.

It was **RESOLVED THAT** the Monthly Management Accounts, Month 5, be noted and received.

39.2 **GDPR – Autumn Term Update Report**

The Vice Principal Finance and Resources presented a Data Protection update report (circulated, document Feb 24/15).

The update confirmed:

- The GDPR group had met and continue to work on the agreed action plan. A summary of the work undertaken was provided.
- There had been three data subject access requests during the autumn term and no data breaches.
- The Data Protection Policy was reviewed and updated in October 2023.

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

39.3 HR Report – Autumn Term 2023/24

The Vice Principal Finance and Resources presented the HR report for the autumn term (circulated, document Feb 24/16).

HR Report

The following points were highlighted:

- Staff turnover rate of 12.23%
- 2.56% of workforce with formal employee issues
- Vacancy rate of 25.65%
- Sickness absence rate of 5.02%
- Core training completion rate of 90%

It was highlighted that the report provided detail on the sickness absence rate and that it was hoped that this would decrease over the coming months.

Discussion points included:

The vacancy rate was high

It was confirmed this connected to the position with ILS staff as previously discussed, with work to remedy the position being progressed.

It was commented that there were more posts and therefore a proportionate increase in vacancies.

It was noted that the employee relations data was quite high, and the supporting commentary noted.

It was commented that it was a useful report. It was queried what the college did to proactively support those staff suffering from non-work-related stress.

It was reported that the HR team monitored absence and where appropriate provided signposting to the relevant support available to staff. This was determined by the nature of the illness.

It was commented that it was important to reiterate that support is given as appropriate.

It was **RESOLVED THAT** the HR Report - Autumn Term 2023/24 be noted and received.

23/40 QUALITY and STANDARDS

Complaints Report Autumn Term 2023/24

The Deputy Principal reported on the Complaints Report – Autumn Term 2023/24 (circulated, document Feb 24/17).

The report summarised the key headline data from complaints received by the College during the Autumn term 2023/24.

One complaint had been received, in line with the Autumn Term 2022/23.

Detail was provided. The process was complete, with the complaint partially upheld.

Comparative data was provided.

It was **RESOLVED THAT** the Complaints Report Autumn Term 2023/24 be noted and received.

23/41 SAFEGUARDING AND PREVENT

41.1 Safeguarding and Prevent Update Report

The Vice Principal Safeguarding and Pastoral Care presented the Safeguarding Update Report (circulated, document Feb 24/18).

The report provided detail on a number of aspects:

- Safeguarding Overview
- Operational MDT (Multi-Disciplinary Team)
- Clinical MDT (Multi-Disciplinary Team)
- Working Together to Safeguard Children update.
- Team Teach Leads
- Gender Questioning Children
- Safeguarding data
- Safeguarding Referrals
- Staff and Governor Training.

An update was provided on the LADO referral reported at the December meeting. It was commented that it appeared issues were ably dealt with.

Discussion points included:

Working Together to Safeguard Children update -would this impact policies / procedures / operations?

It was confirmed that this was unlikely. The policies would be updated to reflect the correct version of the guidance. However, the guidance was more for those statutory organisations that worked in partnership, e.g., LAs / Police / Health. The requirements for education providers were captured in Keeping Children Safe in Education 2023.

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

41.2 Positive Touch and Use of Reasonable Force Policy **FOR DECISION**

The Vice Principal Safeguarding and Pastoral Care presented the Positive Touch and Use of Reasonable Force Policy (circulated, document Feb 24/19).

Updates were highlighted, with the key changes relating to

- De-escalation.
- Team Teach Leads and the process for support.
- Inclusion of an additional section on further reading and associated policies.

Detail was provided on the development of this version of the policy, and in particular to establish a Team Teach team that would respond to issues as necessary. The staff involved had completed a one week training course so as to deliver training to the staff body and respond to concerns. It was confirmed that the focus was on de-escalation and that 'holds' would always be used as a last resort. The policy also included post incident management.

It was intended that the revised policy would be launched after the half term break.

A need to review the wording of one of the sentences was highlighted.

The Principal reported that the Vice Principal Safeguarding and Pastoral Care had this vision for Team Teach across college and that it had been difficult to put into operation for various reasons and that it was good to now see it in place.

It was **RESOLVED THAT** the Positive Touch and Use of Reasonable Force Policy be approved.

23/42 ANY OTHER BUSINESS

The Chair raised the earlier discussions about strategy and the external governance review. It was confirmed that the Chair and Director of Governance had completed some preparatory work with regard to the scoping for the review, which included potential areas (via sector information). The intention was for this to be mapped, as far as it was possible, against the new AoC Code of Good Governance (published Sept 23). This would then be issued to the wider membership for input.

The scoping meeting, with the original panel that had made the recommended appointment was scheduled for 11th April 2024.

The Chair suggested that this meeting be open to anyone, and in particular Mr. Cumella, if interested.

The Chair confirmed the absence of Mrs Dyson was attributable to serious personal circumstances.

23/43 DATE OF THE NEXT MEETING

The date of the next meeting was confirmed as Thursday 21st March 2024.