

THE CORPORATION BOARD OF EAST SURREY COLLEGE

OPEN MEETING HELD ON THURSDAY 6 JULY 2023

Meeting held in the Auditorium, East Surrey College, Redhill

Meeting commenced: 18.00hrs

Meeting ended: 19.45hrs

Present

Liz Rushton	Independent Member	Chair
Lindsay Pamphilon	Chief Executive & Principal	
Bridgette Anderson	Independent Member	
Simon Bland	Independent Member	
Colin Monk	Independent Member	(attending remotely)
Alex Hayman	Independent Member	
Grace Marriott	Independent Member	
Anne Smith	Independent Member	
Hazel Beveridge	Independent Member	
Tim Bevans	Independent Member	
Lily Franklin	ESC Staff Member	
Suhayla Mohamed	JRC Student Member	

Apologies for absence

Bob Pickles	Independent Member
Simon Potten	Independent Member
Phillip Kerle	Independent Member
Jenny Adamson	Independent Member
Natalie Watkins	JRC Staff Member
Antonio Iancu	ESC Student Member

In attendance

Eva Dixon	Chief Operating Officer
Kam Dehal	Executive Director Commercial & Partnerships
Sandra Prail	Association of Colleges
Lauren Harris	Runway Training
Oliver Traylor	Runway Training

Clerk

Sue Glover	Director of Governance
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In the absence of the Chair of the Corporation, Bob Pickles, members agreed that the Vice Chair of the Corporation, Liz Rushton, would assume the role of Chair for this meeting.

The Chair welcomed everyone to the meeting, particularly Sandra Prail who was attending to observe the meeting as part of the external governance review, and Lauren Harris and Oliver Traylor who were attending to observe the meeting as part of their CPD training.

Before the meeting commenced, the Chair took the opportunity, on behalf of the Board, to thank Colin Monk, Simon Potten and Lily Franklin who would be leaving the Board at the end of July, for all their hard work and contribution during their term of office.

C.24.23 Declaration of Interests

Members and officers were reminded of the need to declare any personal or financial interest in any item to be considered during the meeting.

There were no declarations of interest.

C.25.23 Apologies for Absence

Apologies for absence were received from

Simon Potten	-	business commitments
Natalie Watkins	-	business commitments
Phillip Kerle	-	personal commitments
Bob Pickles	-	personal commitments
Jenny Adamson	-	personal commitments
Antonio Iancu	-	personal commitments

Agreed

The Board accepts the apologies for absence.

C.26.23 Membership of the Corporation

The Director of Governance presented a report relating to the current membership of the Corporation Board and its committees.

Members were advised that

- three resignations have been received during the term. As advised previously, Colin Monk will leave the Board on 31 July 2023. Resignations were also received from Simon Potten who will also leave the board on 31 July 2023 and from Ganesh Kumar who left the Board at the end of March 2023
- the term of office for the staff members ends on 31 July 2023 and elections were held during the term

Hazel Beveridge and Tim Bevans withdrew from the meeting

Appointment of new members

Members were advised that, at the meeting of the Search and Governance Committee held on 11 May 2023, consideration was given to the application for appointment to the Board of Jenny Adamson.

The Search and Governance Committee gave full consideration to her application and are recommending she is appointed as an independent member for a four-year term of office to 31 July 2027 and to serve, initially, on the Learning and Quality Committee.

Following the successful application made to the FE Governor Recruitment Service and the subsequent referral made by the DfE to Peridot to assist with the recruitment of one new governor, this had resulted in the Search and Governance Committee considering several applicants on 25 May and 13 June. The Committee agreed that the calibre of candidates put forward had been very high and after considering each of the applicants are recommending that the following two are appointed as independent members for a four-year term of office to 31 July 2027:

- Hazel Beveridge – to initially serve on the Finance and Resources Committee
- Tim Bevans – to initially serve on the Learning and Quality Committee

The Board was pleased to approve the appointments recommended by the Committee, noting that Jenny Adamson is being appointed in her absence.

Hazel Beveridge and Tim Bevans rejoined the meeting

The Chair took the opportunity to congratulate each member on their appointment and welcomed them to the Board.

Staff Members

As the term of the current staff members was ending on 31 July 2023 an election was held during the term among college staff at ESC and JRC. These resulted in

- Natalie Watkins being re-elected as the staff member for JRC
- Victor Muriithi being elected as the staff member for ESC

The Board was pleased to accept the nominations for both staff members and agreed to

- Reappoint Natalie Watkins as the staff member for JRC
- Appoint Victor Muriithi as the staff member for ESC

Student Members

The current student members, Antonio Iancu and Suhayla Mohamed, complete their term of office on 31 July 2023. Elections took place during the term to identify new Student Presidents and Vice Presidents, but it has been decided to wait until enrolment has taken place in the autumn term before these can be confirmed. Nominations will be put forward to the Board at this time.

The Board took the opportunity to thank the JRC student member attending for all her hard work and contribution to the Learning and Quality Committee and the Board during her term.

The Board was informed that

- the Senior Post Holders Employment Committee at their meeting held on 29 June have appointed Simon Bland as Chair of the Committee to take over from Colin Monk on his retirement on 31 July 2023
- as in previous years, members will be invited to give an expression of interest outside of the meeting of any change in the committee they currently serve and whether they would be willing to serve on more than one committee as well as the Strategy Committee

Gender Balance and Diversity

Members noted the current gender balance and diversity of the Corporation Board, before new appointments

- 7 male; 8 female
- 4 male chairs of the Board and committees; 1 female chair of the committees

Professional Negligence Statement

Members were reminded that, previously, there was a concern that for those governors who are also practising professionals (such as accountants, solicitors) they could be held responsible for any advice given. Although assurance is given that this would not be the case, it was felt there could still be a residual risk of action against an individual governor. It was agreed by the Board in July 2017 that the best course of action would be to record annually in the Minutes that:

“Advice given by Governors is incidental to their professional expertise and is not being given in their professional capacity”

Resolved

The Corporation Board

- receives and notes the report
- endorses the recommendation of the Search and Governance Committee and approves the appointments of Jenny Adamson, Hazel Beveridge, Tim Bevans as independent members for a four-year term of office to 31 July 2027
- accepts the nominations for the staff governors and
 - reappoints Natalie Watkins as staff member for JRC
 - appoints Victor Muriithi as staff member for ESCboth appointments for a four-year term of office to 31 July 2027
- endorses the recommendation of the Senior Post Holders Employment Committee to appoint Simon Bland as the Chair of the Committee
- agrees that membership of the Board Committees will be refreshed from 1 September 2023 and any requested changes taken into account
- agrees that the following Professional Negligence Statement continues to be recorded in the Minutes that **“advice given by Governors is incidental to their professional expertise and is not being given in their professional capacity”**

C.27.23 Notification of Any Other Business

Members agreed that there was no other business to be considered.

C.28.23 Unconfirmed minutes of the meeting of the Corporation Board held on 23 March 2023

The minutes of the meeting were approved and signed as a correct record.

C.29.23 Matters arising and action points from the minutes of the meeting

Members reviewed the schedule of action points arising from the minutes of the previous meeting.

It was agreed that all actions had been satisfactorily completed and that there were no other matters arising from the minutes of the previous meeting.

C.30.23 Learner Voice

The Student Member for JRC gave an update on some of the student activities during the term at JRC.

The Board was informed on the

- Enrichment Timetable and Engagement at JRC
- events that have taken place at the college during the time, such as
 - Sports matches during the term, particularly Basketball and Badminton with some really enthusiastic students committed to training and playing
- applications received for the next student president with recruitment taking place at the freshers' fair in the first week of next term

On behalf of the Board, the Chair of the Corporation thanked the student member for their hard work and contribution during the term. The input at meetings by the student members is very much valued as they are able to provide first hand insight into the experience of being a student.

Agreed

The Corporation Board agreed to receive and note the report

C.31.23**Report of the Chief Executive**

The Chief Executive presented her report, which provided an overview of the College's position in relation to issues affecting the sector, strategic and performance targets and priorities, under the following headings:

- Executive Summary
- Curriculum Restructure
- Open Events and Applications
- Student Behaviour and Safety
- Student Successes and Activities
- Politics and Pay

Members discussed the issues raised and, in response to questions, were advised that

- the curriculum management restructure is now complete and new Group Directors of Learning and Programme Managers are in place for the start of the next academic year
- open event attendance has been very good and applications for 2023/24 are exceeding the previous year by nearly 400
- student behaviour and safety continues to mature, which has been supported by a number of positive police activities; the police team at Redhill report that the impact of this collaboration has contributed to the reduction in anti-social behaviour in Redhill
- the Local Skills Improvement Plan (LSIP) has been submitted and the Accountability Statement approved by the Board in May is now available on the website. The next Local Skills Improvement Fund (LSIF) has been launched and the College will be submitting an application

The Board thanked the Chief Executive for a very informative report, which addresses a number of key issues and agreed it was particularly pleasing to see the good progress made around student behaviour.

Agreed

The Corporation Board agreed to receive and note the report of the Chief Executive

C.32.23**KPI Dashboard**

Members received the KPI Dashboards for:

- Finance
- Curriculum and Quality

Members reviewed both dashboards noting,

- red RAG rated areas of Attendance, HE Continuation, Overall Achievement for Apprenticeships, Maths & English pass rate, Learner Satisfaction
- Tuition Fees, Employment Engagement Income, Staff costs as a percentage of total turnover cash balance and 12 months rolling cashflow forecast

Members commented on the percentage of students recommending the college, and were advised that the level had been high in term 1 but had tailed off in term 3. Staff have undertaken training and processes reviewed to be better prepared to manage this in term 1.

Agreed

The Board receives and notes the KPI Dashboards

C.33.23

Revenue Budgets and Financial Forecast Return (CFFR) for 2023/24

The Chief Operating Officer presented, for consideration and approval, the annual budget for the College.

Members were advised that the Revenue Budgets for 2023/24 and the CFFR had been considered at the meeting of the Finance and Resources Committee held on 19 June 2023 and are commended for approval by the Corporation Board. Members were reminded that the capital element of the budget had been approved at the previous meeting.

The Board was advised that the budget has been set following

- confirmation of the allocation of income from funding agencies
- a review of all income streams
- detailed review of
 - the costed established staff
 - all pay and non-pay costs
 - the 2023/24 curriculum plan

Members noted that the plan includes provision for

- the funded allocation of all the College income streams including 16-18 year-old learners
- the Adult Education Budget Grant, including the carry forward and non-levy procurement Apprenticeships, and the delivery of the Adult Community budget

Members were advised that the budget setting considered and included where applicable the following:

- Apprenticeships target decreased by £0.1m to £2.4m (4% decrease on 2022/23 delivery), which is regarded as an achievable target, taking into account the carry forward and the pipeline for new recruits. Apprenticeship provision is planned to be rationalised by reducing some low contributing, low quality apprenticeships. There is potential for further growth at JRC direct delivery
- the partnership with Sutton United Football Club has not been smooth in the year with concerns over communications with learners, health and safety measures being ignored and general lack of prioritisation of teaching and learning with affordability of the provision being a major challenge for both parties. Consequently, the College will be going through a teach-out process with SUFC in 2023/24 with the number of learners remaining on the programme being second year students, circa 30 learners
- Tuition fees and Education contracts income is largely in line with 2022/23 forecast driving by growth in school links programme, new contracts including DWP, pipeline work such as Multiply, the development of the full cost provision in green technologies and development of the Electrical Installation workshop
- an amount of £400k has been included as savings to be identified in the pay costs

Members reviewed

- Executive summary
- College Budget 2023/24
 - Income and Expenditure account
 - Operating position
 - Assumptions
 - Income
 - Pay
 - Non Pay
 - Balance Sheet

- Cash flow
- Risks and opportunities
- Financial objectives

In response to questions from members, the Board was informed that

- a surplus operating position of £44k is proposed
- the total comprehensive income, which includes the release from the revaluation reserve and the financial costs of pensions is (£1,000k)
- the pension finance costs are estimates as the calculation is dependent on the Government bond rate on 31 July each year
- the current budget generates 'good' financial health under the current ESFA scoring mechanism
- a 2.5% pay award has been included

The Board considered the application data, noting that this is above 2022/23, with progressing learners representing 45% of the total applications and the assumption that the allocation and target of 2600 for 16-18 recruitment will be achieved in R04 is reasonable.

The Board agreed that it was encouraging to see signs of increasing applications and acknowledged that, with this in mind, the Finance and Resources Committee had considered whether it may be prudent to have a strategy of growth which could result in a deficit budget for a few years. However, it was accepted that additional learners would be gradual and incur additional costs, particularly with staff.

The Board was advised that the Finance and Resources Committee gave consideration to the pay award, which has been budgeted at 2.5%, and had agreed that in the current climate and with a number of potential changes to consider before a pay award is issued, this matter will be reviewed again by the Committee in the autumn term before any final decision is made.

Members were advised that the budget and pay costs will be closely monitored by the Finance and Resources Committee through the monthly management accounts.

The Board noted the key measures arising from the proposals, in particular the Strategic, Financial and Learner implications.

Resolved

The Corporation Board endorses the recommendation of the Finance and Resources Committee and approves the Revenue Budget for 2023/24

C.36.23

College Financial Forecasting Return (CFFR)

The Chief Operating Officer presented, for consideration and approval, details of the CFFR to the ESFA.

Members were advised that

- the College is required to submit the CFFR to the ESFA by 31 July 2023, which reports on the 3 year financial plan for the College
- the CFFR is prepared on the basis of the forecast outturn for the year ending 2022/23, the budget for 2023/24 and the forecast for 2024/25
- the model generates a financial health category of 'good' and the College agrees with this assessment

The Board confirmed that through reporting by the Finance and Resources Committee and monthly management accounts full and adequate information regarding the finances of the College have been received. The CFFR presented is in line with the budget approved at this meeting and the current year-end outturn forecast for 2022/23.

Resolved

The Corporation Board endorses the recommendation of the Finance and Resources Committee and approves the CFFR, which is to be submitted to the ESFA by 31 July 2023

External and Internal Audit Provision

C.37.23

External Audit Strategy for Financial Statements year ending 31 July 2023 and Letter of Engagement with the external auditor

The Chair of the Audit Committee presented, for consideration and approval, the report on the East Surrey College External Audit Strategy for year ended 31 July 2023 and the Letter of Engagement with Buzzacott.

Members were advised that these had been considered at the meeting of the Audit Committee held on 15 June 2023 and are commended for approval by the Corporation Board.

Members considered the key issues arising from the report:

- Overview of arrangements
- Financial statements and regularity assurance
- Issues of audit significance
- Fees
- Timetable

The Board was advised that the document reflected the clarifications and updates in the 2022/23 Accounts Direction published by the ESFA and that the regularity assurance process has remained in place for 2022/23, and follows guidance by the ESFA and Post-16 Audit Code of Practice. Following the ONS reclassification of colleges, consideration will also be given to the College's compliance with the MPM requirements.

Members were advised on the key risks of audit significance identified at the pre-audit planning meeting

- Going Concern assessment
- Management override of controls
- Capital works
- Income recognition
- Accounting estimates
- Bank loan covenants
- Related party transactions
- Regularity

The Chair of the Audit Committee took the opportunity to reiterate to Members that it is the Corporation's responsibility to certify and assure on the going concern status of the College. The Audit Committee had been pleased to note that there was a dedicated member of staff in finance who will focus on the preparation of the accounts in order to avoid any delay in their completion.

Members noted the fee proposal, excluding VAT, for the financial statements audit, including regularity assurance and Teachers' Pension Scheme audit is £32,375. The Audit Committee had given challenge to the additional fee being charged to reflect the anticipated time to be incurred in relation to the revised ISA 315 and ONS reclassification and had been content to accept this as, although this will be a recurring cost, this was an initial set up cost and will reduce in subsequent years.

The Audit Committee had considered the Letter of Engagement with the external auditor, noting that

- the original document was agreed and signed in July 2019 and revised in June 2021 to reflect the changes in the Post-16 Audit Code of Practice
- the document is submitted on an annual basis for consideration and carried over from the previous year unless any changes are requested by the College

The Committee agreed that there are no changes required for the period 2022/23.

Internal Audit Assurance Strategy and Annual Plan for 2023/24 and reappointment of internal auditor

The Chair of the Audit Committee advised that at the meeting of the Committee held on 15 June 2023, consideration was given to extending the appointment of the current internal audit provider, Scrutton Bland, by a further year.

Members were advised that

- Scrutton Bland were appointed as the College's internal auditor for a 3-year period to July 2023
- they have not completed the full cycle of internal audits, including the Board assurance review that was due to take place last December but was deferred due to the Ofsted inspection, and is still outstanding

The Audit Committee are recommending that Scrutton Bland's appointment is extended by one year to July 2024. A proposal for the retendering of internal audit will be considered by the Committee at the November meeting so that the process can commence and an appointment can be considered at the March meeting.

At the same meeting, the Committee had considered the Internal Audit Assurance Strategy and Annual Plan for 2023/24 and are recommending this for approval.

Members reviewed the detail of the report, noting the

- Opinions
- Audit Plan requirements
- Prior internal audit coverage, assurance and audit universe
- Summary of audit areas proposed for 2023/24

Resolved

The Corporation Board endorses the recommendations of the Audit Committee and approves the

- External Audit Strategy for year ending 31 July 2023 and the fees quoted at this meeting
- Letter of Engagement between ESC and Buzzacott LLP, without amendment
- Reappointment of Scrutton Bland as the College's internal auditor for one year to July 2024
- Internal Audit Assurance Strategy and Annual Plan for 2023/24

C.38.23**Search and Governance Committee****Meeting of the Search and Governance Committee held on 11 May 2023**

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Search and Governance Committee and issues for consideration and approval

In the absence of the Chair of the Search and Governance Committee, the Chair of the Corporation reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- Risk Management: Summer Term 2022
- Governance Policies for 2023/24
 - OSC50 Terms of Reference and Standing Orders for the Conduct of Meetings of the Corporation Board
 - OSC51 Code of Conduct for Members of the Corporation
 - OSC52 Governor Induction and Training Policy
 - OSC53 Attendance at Meetings, Access to Corporation Business and Confidentiality
 - OSC54 Governor Recruitment and Succession Planning Policy and Procedure
 - Instrument and Articles of Government
 - Scheme of Delegation
- Terms of Reference and Standing Orders of the Search and Governance Committee 2023/24
- Annual Schedule of Business of the Corporation Board and Committee 2023/24
- Governors' Development and Training Programme 2022/23
- Governors' Quality Improvement Plan 2021/22 Summer Term 2023

C.39.23**Learning and Quality Committee****Meeting of the Learning and Quality Committee held on 8 June 2023**

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Learning and Quality Committee and issues for consideration and approval

The Chair of the Learning and Quality Committee reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- Risk Management Summer Term 2023
- College Quality Improvement Plan for 2022/23
- Termly Safeguarding report for ESC and JRC
- Termly Quality & Standards report Spring term 2023
- Termly Careers and Skills Education update
- Termly HE report
- Terms of Reference and Standing Orders of the Learning and Quality Committee for 2023/24
- Annual Schedule of Business of the Learning and Quality Committee for 2023/24

C.40.23**Finance and Resources Committee****Meeting of the Finance and Resources Committee held on 19 June 2023**

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Finance and Resources Committee and issues for consideration and approval

On behalf of the Chair of the Finance and Resources Committee who was absent, Simon Bland reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- Risk Management: Summer Term 2023
- Higher Education Tuition Fees for 2024/25
- ESFA letter dated 29.03.23 confirming financial health
- Terms of Reference and Standing Orders of the Finance and Resources Committee for 2023/24
- Annual Schedule of Business of the Finance and Resources Committee for 2023/24
- College policies
 - OSC74 Business Continuity & IT Disaster Recovery Plan
 - OSC35 Staff IT Usage Policy
 - OSC07 IT Equipment for Students
 - OSC33 Student Bursary Policy
 - OSC38 Fees Policy
 - OSC39 Refunds Policy
 - OSC41 Subcontractor Fees Policy
 - OSC13 Adoption Leave Policy
 - OSC23 Maternity Leave Policy
 - OSC24 Parental Leave Policy
 - OSC25 Shared Parental Leave Policy
 - OSC27 Paternity Leave Policy

Members were advised that

- the management accounts to 30 April 2023, which had been circulated to the Board following the meeting of the Committee, had been reviewed at the meeting
- work continues on the Property Strategy and the Board was reminded that an additional meeting has been arranged on 14 July to consider this

The Board agreed that the Finance and Resources Committee will continue to monitor the financial position very closely and to keep the Board updated at each meeting.

C.41.23**Audit Committee****Meeting of the Audit Committee held on 15 June 2023**

Members received the unconfirmed minutes of the meeting.

Report of the Chair of the Audit Committee and issues for consideration and approval

The Chair of the Audit Committee reported on the key issues considered at the meeting, not otherwise considered at this meeting of the Corporation Board, for formal consideration and approval:

- Risk Management: Summer Term 2023
- College policies
 - OSC37 Best Value Policy
- Audit Tracker

- Terms of Reference and Standing Orders of the Audit Committee for 2023/24
- Annual Schedule of Business of the Audit Committee for 2023/24

C.42.23

Strategy Committee

Meeting of the Strategy Committee held on 18 May 2023

Members received the unconfirmed minutes of the meeting.

Resolved

The Corporation Board

- notes the reports of the Chair of each of the committees of the Board
- endorses the approval by each committee of the key issues considered and approved at the meetings
- endorses and approves the reports submitted by each committee for consideration and approval

C.43.23

Link Governors

Each Link Governor was invited to report on the activities undertaken during the term in their capacity as a Link Governor.

Link Governor for Safeguarding including Prevent – Liz Rushton

The Link Governor reported that

- she has participated in the College's termly Safeguarding Strategy Group meeting
- she attended the termly performance review for Safeguarding and Prevent
- CPOM, the child protection online management system, which allows the secure sharing of safeguarding information as students transfer from school to college has been rolled out across the college with all staff trained
- there continues to be robust safeguarding procedures in place at the College with no concerns to raise to the Board

Members asked how senior leaders ensure there are adequate safeguarding arrangements in place with subcontractors and were advised that this is monitored through termly visits to subcontractors and regular reporting to the college.

Link Governor for Higher Education – Colin Monk

The Link Governor reported that

- a study by UCAS into the significant change in clearing activity for 2022 entry has shown that of the 48,000 students placed only 12,000 were of the traditional model, i.e. those failing to meet grades offered following their applications. The balance came from two newly identified groups – 16,000 'direct routers' accepted following applications to UCAS only for the clearing process. Another 20,000 acceptances were for 'mind changers' – a group who had applied through the normal UCAS process, but who had declined their resulting offers and were reapplying to different institutions often in different subjects. It would appear that clearing is becoming more important and the emergence of these two new groups could suggest new marketing opportunities
- an opportunity identified in the 2023/24 budget paper for the development of micro-credentials – this new approach follows on from the recent approval of the Lifelong Learning Entitlement – while this development is still in its early stages, the appeal of smaller coherent parts of larger qualifications could offer a new approach to individual career development coupled with a much quicker response to employers' skills needs. The college will be in an excellent position to assist the needs of both groups in an area that may be overlooked by the more traditional higher education approach

Link Governor for Careers – Simon Bland

The Link Governor reported that

- he has undertaken relevant training for Careers Link Governors
- there have been two careers events during the term, one at ESC and one at JRC, which have been successful with positive feedback from students and employers
- the College has delivered the first community careers fair in Horley, which was a great success with most visitors looking to upskill or for career progression
- innovative work continues with business partners, particularly in the areas of Green Skills, retrofitting and heat pump upskilling
- 100% has been achieved in term 3 across all Gatsby benchmarks
- there have been increased referrals to the Careers Service
- there has been increased involvement with Apprentices
- the College has developed strong links with the Careers and Enterprise Company

Link Governor for Sustainability – Natalie Watkins

In the absence of the Link Governor for Sustainability, there was no report.

Agreed

The Corporation Board thanked each of the Link Governors for their very informative and positive reports.

C.44.23

Any Other Business

There was no agreed any other business.

C.45.23

Dates of Corporation Board Meetings: 2023/24

Wednesday 20 September 2023 – joint EDI training with Brooklands/NESCOT

Thursday 19 October 2023 – Corporation Strategic Planning

Thursday 7 December 2023 – main Corporation Board

Thursday 21 March 2024 – main Corporation Board

Thursday 9 May 2024 – Strategy Committee

Thursday 4 July 2024 – main Corporation Board

At the conclusion of the Part 1 meeting, the Corporation Board moved into a meeting restricted, in accordance with the Instrument and Articles of Government and with Section 22 of the Freedom of Information Act 2000, to the independent members of the Board, the external co-opted member of the Audit Committee and to the senior post holders.

Signed as a correct record:

Date: 7 December 2023

