

**Minutes of the LSEC Corporation Meeting held on
Wednesday 11 December 2024 from 5.30-7.30pm
in person at Orpington Campus Room C1/C2**

Corporation Governors

David Eastgate (DE)	Chair
Louise Nadal (LN)	Vice Chair
Mark Burnett (MB)	Vice Chair
Dr Sam Parrett, CBE (SP)	Group CEO
Mark Trinick (MT)	Governor
Angela Hands (AH)	Governor
Vince Fihosy (VF)	Governor
Kate Shiner (KS)	Governor
Sarah Lewis (SL)	Governor
Darren Kirwin (DK)	Governor
George Ryan (GR)	Governor
Philip LeFeuvre (PL)	Governor
Julie Asher Smith (JAS)	Governor
Paul Thorogood (PG)	Governor
Elizabeth Funge (EF)	Governor (to be appointed)
Teresa Langford (TL)	Staff Governors
Nicole Mundondo	Student Governor

Governance Professional & Clerk to the Board

Jennifer Pharo (JP)	Group Chief of Staff and Governance Director
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Executive Officers in attendance

John Hunt (JHu)	Group Deputy CEO & Group CFO
Asfa Sohail (AS)	Executive Principal & CLO
Louise Wolsey (LW)	Group Chief Strategy Officer

THE NOLAN COMMITTEE

THE SEVEN PRINCIPLES OF PUBLIC LIFE

SELFLESSNESS

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

OBJECTIVITY

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP

Holders of public office should promote and support these principles by leadership and example.

MINUTES

Welcome, apologies and declarations of interest

There were no new declarations reported.

Apologies from Louise Nadal, Vince Fihosy, Philip LeFeuvre and Julie Asher Smith.

Governors attending online Darren Kirwin, Paul Thorogood and Nicole Mundondo.

Appointment of new Governor

Corporation were asked to **APPROVE** the appointment of Elizabeth Funge – **APPROVED**

Corporation were advised that Governor-Lucie Allen had resigned.

Minutes of previous meeting held on 8 October 2024 were **APPROVED**

PART 1: ABOVE THE LINE AGENDA ITEMS:

A1	Group CEO Update and Appendices
	External Policy Update and LASER Update
	<p>Group Principal presented the report as read.</p> <p>Board discussed the recent external activities with three events at the House of Lords involving students, managers and staff. These had provided significant good reputational exposure on social media channels and across the sector on the work of the College.</p> <p>Some Governors had participated in some of the events, including the Student Governor who had closed the proceedings at the House of Lords, Good for Me Good for FE event.</p> <p>The Board congratulated the Student Governor on her achievement.</p> <p>The Board received the LASER report and update.</p> <p>It was reported that there was a focus on staff being encouraged more to participate in fund raising, Board Members could also participate and engage, as there were multiple channels of funding raising activities.</p> <p>Governors were asked to engage in forthcoming events in particular the Golf Day being sponsored by the Keir.</p> <p>Further funding raising would be directed through our procurement partnership networks.</p> <p>ACTION: Group CSO to deliver LASER presentation to next meeting.</p> <p>The Board NOTED the update.</p>
A2.	DCEO & Executive Principal Operational Update
A2.1	Executive Principal & CLO Report and KPI Scorecard Dashboard
	<p>College DCEO and Executive Principal presented the report .</p> <p>It was reported that the College was inspected from the 15 October to 18 October 2024 under the Enhanced Ofsted Inspection. A copy of the report had been shared with Corporation.</p> <p>The College had received a Good outcome.</p> <p>It was reported that the College was also in scope for an Ofsted Initial Teacher Inspection, for level 5 teacher trainees and plans were being put in place if this occurs this academic year.</p>

It was reported that emerging themes from the post Ofsted action plan included:

- Areas with TLA improvements identified to be aligned with areas of good and outstanding practice in the College.
- To sustain the pace in driving improvements for the apprenticeship provision and improve outcomes for these learners, particularly achievement rates.
- Curriculum review of level 1 and level 2 programmes to provide an ambitious curriculum for all.
- Attendance rates and participation across all provision.
- Student Behaviour at the Bromley Campus.

It was reported that the College would continue to work with external consultants to drive improvements.

It was reported that a post Ofsted action plan had being finalised to run over a period of three years to achieve swift and sustainable improvements. This will run alongside the College QiP with annual improvements informed by the annual self-assessment process and monitored by Curriculum & Standards Committee and the Corporation.

It was reported that the College will continue with the IQR process to seek external validation and provide assurance to the Board.

It was reported that further coaching support is being offered to middle and senior managers, including Deputy Principals to improve oversight of leadership and management across all levels, with a particular focus on learner voice and learner experience.

It was reported that overall achievement rates improved on last year's performance, from 80.5% to 83.6%, an increase of 3.1%, with young learners' achievements improved from 78.9% to 83.9%, an increase of 5%, and adult learners' achievements improved from 82.2% to 83.3%, an increase of 1.1%.

The Board were advised that despite the improvement in level 1 and 2 achievement rates, there continues to be a need to further improve outcomes at both levels to reach or exceed national performance. The provision causing concern at level 1 and level 2 were mainly Distance learning courses, adult Functional Skills English, young learners Functional Skills Maths, Pre-Access to HE, AAT, L2 Electrical Adult evening and Plumbing for young and adult learners.

It was reported that the overall achievement rates for English and Maths, including all levels and ages, improved from 68.2% to 70.5%, an increase of 2.3% from last year. This is mainly due to improvements in young learners' achievements of 4%, and improvement in performance of adult learners' achievements by 0.3%.

It was reported that overall attendance at 22nd November 2024 was 81%. This is lower than at the same time as previous year.by 4.1%.

The Board were advised that some students have been affected by the two week half terms that many schools had, and this has resulted in students having family commitments to adhere to. Other students have been impacted by issues in relation to TFL/Oyster cards which have affected their ability to travel.

It was reported that attendance is below College expectations and a number of strategies including weekly meetings with managers to drive forward improvements have been put in place.

The Board were advised that a curriculum strategy event would be scheduled for the next board meeting date of Wednesday 22 January 2025, with further details to be shared but would include employers.

It was reported that apprenticeship achievement rates had improved in previous year and continued to sustain momentum, current target achievement was forecast to be 58-60%

	<p>It was reported that adult enrolments remained below target as well as HE recruitment which was c£400k below target.</p> <p>The Board were advised that Safeguarding practices continued to be strong. There had been a significant increase in the number of referrals received compared to the previous year (up 40%) and a slight increase shown In October.</p> <p>It was reported that Mental Health and Wellbeing remained the main reason for students being referred to the safeguarding and wellbeing teams, comprising 58% of referrals (this is an increase on last academic year at 53%).</p> <p>It was reported that the online monitoring and filtering software is having a positive impact, with multiple cases reported where safeguarding themes/concerns have been highlighted through the new system based on a student's search themes.</p> <p>The Board were advised that monitoring of the single central record continues to be a high priority with regular audits taking place by the senior management team.</p> <p>As recommended by the Board, the College has commissioned an external agency (Leaders in Safeguarding) to complete and audit and external validation. This had been completed with positive feedback with a likelihood of receiving a gold standard.</p> <p>Following comments from Ofsted the Board were advised that there was an increase in concerns regarding student behaviour and an increase in significant behaviour incidents at Bromley campus this academic year.</p> <p>It was reported that the College leadership team had commenced initial work with the FEC to identify areas for improvement and a working group has been formed to compile an action plan to support the college's response to behaviour challenges.</p> <p>The Board were asked to NOTE the update and report.</p>
Questions and Comments	
	<p>In response to questions on the increase in mental health referrals, it was reported that this mirrored the national trend.</p> <p>ACTION: Governors requested that incidents be renamed to referrals to avoid misleading reporting.</p> <p>In response to questions on increased incidents of student behaviour issues, it was reported that there were some concerns around Bromley Campus. It was reported that some of the behaviour being experienced was new to Bromley staff, and as such was challenging for staff to manage.</p> <p>In response to questions around support to improve behaviour it was reported that the NLFE team had been approached for support and training.</p> <p>In response to questions around teaching behaviour through tutorials, it was reported that this was consideration and a recent discussion with local MAT CEO had resulted in sharing of a taught behaviour curriculum for implementation.</p> <p>In response to questions around the workforce feeling unprepared to deal with poor behaviour, it was reported that training and development would be put in place.</p> <p>Staff Governor commented that the students presented as not college and learning reading and had a lower level of maturity than in previous year, which may be linked to pandemic and interruptions in regulated learning.</p>

	<p>In response to questions on specialist staff to manage behaviour, it was reported that there are no identified prescriptive roles, but there could be champions which would be explored as part of the project work with the FEC team.</p> <p>In response to questions on parent engagement attitude to attendance and behaviour, it was reported that some practices adopted by schools in terms of removing and sending students home has resulted in parents not supporting the actions of the college when managing difficult behaviour.</p> <p>In response to questions on development of independent students, it was acknowledged that this was definitely something for development.</p> <p>In response to questions around apprenticeship achievements and if the upward trend was continuing it was reported that forecast were good and likely to be over 60%. Further quality reviews were planned for this provision in the Spring Term.</p> <p>The Board NOTED the update.</p>
A2.2	Ofsted Report
	<p>The Board received the final Ofsted report and outcome including the grades for all categories was further discussed.</p>
	Questions and Comments
	<p>The Board expressed thanks to Executive Team and Peter Nelson on preparing the Board for inspection.</p> <p>In response to questions around the tutorials it was reported that tutorials were areas for improvement.</p> <p>In response to questions on student experience it was reported that campus support at Bromley had received good comments and had been well received and impressed inspectors.</p> <p>In response to questions on leadership and management outcome, it was reported that this was judged good, and that Governors lead and knew the College well.</p> <p>In response to questions on the skills judgement it was reported that senior leaders work really well with stakeholders and have developed strong strategic partnerships, but this was not fully embedded at teacher level, which would include employers informing assignments and more engaged in the curriculum.</p> <p>In response to questions around consistency and recruitment challenges, it was reported that there were some gaps in consistency across some sector areas, although the College CPD offer is good and does support and develop those staff new to teaching.</p> <p>In response to questions on next steps it was reported that the Post Inspection Action Plan was being prepared and would be shared with Corporation.</p> <p>This would include details and actions on the work with other Colleges and the FE Commissioners Team on behaviour.</p> <p>It was reported that the FE Commissioner team has supported another local college with behaviour and understanding and seeing other perspectives on how improvements in student behaviour had been realised was an important part of the action plan.</p> <p>In response to questions on the profile of the inspectors, it was reported that the inspection team were not representative of London, or representative of the ethnic profile of LSEC student, and some had not worked in colleges for a number of years.</p>

	<p>The Board discussed the inspection experience, the deep dives and inconsistent approach, reliance of judgements on insignificant proportions of provision and inference of behaviour issues by certain groups of learners. The Board queried why some areas were not subject to deep dives like English and Maths.</p> <p>The Board discussed the approach to inspection and inspections for multi-site provision. It was reported that inspectors had seemed rushed and too prescriptive on provision to be inspected at other sites, for example at Orpington, where the visit had been rushed.</p> <p>The Board requested these systematic issues to be written up. The Board agreed that it had been an emotional experience, it was important to challenge the process, where limitations are evident.</p> <p>ACTION: The Board discussed making representation on the experience and the inspection process. It was proposed that this be addressed through the AoC rather than directly by the College.</p> <p>It was reported that a recent report from Ofsted had had identified that more than 25% of college had reduced grades under the EIF.</p> <p>The Board discussed Ofsted more generally as a regulator and whether it offered value for money.</p> <p>It was reported that the inspection had not been a good experience and some of the observations reported by the inspection team was not representative of the College and involved small pockets of provision or individuals. Proportionality had not been a consideration and therefore judgement outcome had not been contextualised.</p> <p>It was reported that the process and experience had put the Executive and Senior Leadership Teams under enormous stress, at a time when Ofsted as a regulator had committed to consider Leadership Wellbeing as a priority.</p> <p>Despite the comments and concerns on the process the Board welcomed the GOOD outcome and the significant work and dedication of the staff and managers throughout the process.</p> <p>The Board NOTED the update.</p>
A3	GCFO Update
A3.0	Audit & Risk Committee Annual Report
	<p>The Board RECEIVED the Audit & Risk Committee Annual Report for LSEC, which provide details of the key activities and oversight of the Audit & Risk Committee during the period of 2023/24.</p> <p>The report outlines the constitution of the Audit & Risk Committee, the performance of the internal and external auditors, details of how risk and assurance has been completed, any other specific issues raised in relation to the individual organisations and an overall opinion of the Committee.</p> <p>The report had been prepared by the Group Chief of Staff and Governance Director on behalf of the Audit & Risk Committee who had endorsed as a true record of the Committee’s activities and purpose and as a final review of the 2023/24 academic year.</p> <p>The Corporation were presented with the report to provide assurance to Governors on the activity and opinion of the Audit & Risk Committee.</p>
	Question and Comments
	<p>There were no questions the Board RECEIVED and NOTED the report.</p>

A3.1	2023/24 Financial Statements & Letter of Representation
	<p>The Board were presented with the 2023/24 Financial Statements on the going concern basis for approval and were asked to approve the letter of representation.</p> <p>The Corporation is asked to note the content of the report and appendices and to receive a short presentation from the Group CFO on this item.</p> <p>It was reported that that draft Financial Statements for the year ended 31 July 2024 detailed an operating surplus for the year of £1.48m, after the Local Government Pension Scheme (LGPS) charges, and the unrealised gain on the College's treasury investment valued at £0.27m.</p> <p>The financial statements included an in year adjusted profit on the sale of the Plumstead site of £0.27m and the actuarial loss of £0.14m in respect of the Local Government Pension Scheme (LGPS), Total Comprehensive income for the Year was £1.62m.</p> <p>The Financial Statements have been prepared in accordance with the 2019 FE/HE SORP.</p> <p>The Corporation were provided with a detailed analysis of the Financial Statements prepared by the Group CFO of the final forecast outturn for the year.</p> <p>It was reported that the Financial Statements include comments made by the external auditors following the completion of their audit fieldwork.</p> <p>It was reported that the Financial Statements had been prepared on the assumption that the College will continue as a going concern, based on</p> <ul style="list-style-type: none"> • the volume of cash held at 31 July was £30.34m with short-term deposits (2022/23: £26.42m). and investment of £12.55m in buildings and equipment during the year and that loan finance had decreased from £6.17m to £6.01m at the end of 2023/24 year. • that income streams for the year ahead are derived from grant funding were largely secured. • a surplus of £1.48m reported in 2023/24 (2022/23: £0.61m deficit). • a financial health score for 2023/24 was self-assessed at Good (2022/23: Good). • the College liquidity ended the year in a strong position with cash balances of £30.34m (2022/23: £26.43m). • the College is forecast to have a reasonable level of underlying cash balances during 2024/25, with cash balances currently forecast to reduce to £4.5m in December 2025, with the College forecast to remain a going concern, although steps were being taken to try to improve cash balances further. • the College has sufficient working capital to meet its liabilities as they fall due with a current ratio of 3.2. • that the College is forecasting to achieve an education EBITDA of circa £3.3m in both 2024/25 and 2025/26 with no material change to the CFFR assumptions at this time, except for high inflation and energy costs assumed for the life of the plan. • the CFFR shows that year-end cash balances are expected to be circa £8.3m and £6.6m, in July 2025, and 2026 respectively. • the CFFR also shows the Financial Health of the College as assessed by the ESFA and FE Commissioner is expected to be Good for both 2024/25 and 2025/26. <p>It was reported that with the above considerations, the senior management team were satisfied that the College is considered to be a going concern as at the date of approving the financial statements.</p> <p>The Corporation was also asked to consider the Audit Representations letter, which was considered by the Audit & Risk Committee in November 2024, which sets out the representations the Corporation is making to the Financial Statements Auditors regarding a number of key issues relating to their audit work.</p>

	<p>It was reported that these representations include, but are not limited to, the responsibility to prepare Financial Statements which give a true and fair view, providing unrestricted access to persons within the College in order to obtain audit evidence, the going concern basis upon which the accounts are prepared, use of appropriate accounting policies, awareness of irregularity or fraud, undisclosed liabilities, and suitability of the actuarial pension assumptions for the FRS102 pension disclosure.</p> <p>The Corporation were advised that as part of the audit preparation work, the College was required to complete a fraud assessment covering the areas susceptible to fraud and the controls in place.</p> <p>A document presented by the GCFO had been shared with the auditors and showed details of the areas susceptible to fraud, together with details of the small fraud which affected the College during the year.</p> <p>The fraud values reported in the questionnaire are slightly higher than the investigation report previously presented to the Corporation, since the values now included the cost of bank charges to make same-day payments to suppliers that were not paid.</p> <p>The Board were advised that that 2023/24 Financial Statements and Letter of Representation were recommended for approval by the Audit & Risk Committee.</p>
	<p>Questions and Comments</p>
	<p>The Corporation considered the report and presentation and expressed congratulations to the Group CFO and wider management team on the Financial Statements.</p> <p>These provided clear and comprehensive information on the issues relating to the capital projects and the concerns on operational cash flow with a future forecast of pinch points in December 2025.</p> <p>Audit & Risk Committee Members confirmed there had been thorough discussions on the Financial Statements in November which were now recommended for approval.</p> <p>The Corporation APPROVED the Financial Statements on a going concern basis and the endorsement of the Letter of Representation.</p>
<p>A3.2</p>	<p>2024/25 Financial Update</p>
	<p>The Board received an update and report from the Group CFO on current year, with presentation of the period 3 Management Accounts for the period ended 31 October 2024, which included an Education EBITDA of £594k for the year to date.</p> <p>It was reported that this is £105k lower than forecast and this adverse position is mainly attributable to some adult income streams for the year to date being lower than expected for the time of year.</p> <p>The Board were advised that the Period 3 Management Accounts reported the first updated forecast outturn for the year, which stated that it was expected that the Education EBITDA for the year of £3.3m would be challenging but achievable.</p> <p>The Corporation were reminded that it had agreed a resolution approving a 3% cost of living pay award for staff with effect from 1 September 2024, which had been in accordance with the budgeted award for the year.</p> <p>It was reported that there was no material changes to our cashflow forecast at this time, and future cash balances, together with our future pinpoints, remain in line with the report to the Finance Committee and Corporation on the property matters.</p> <p>It was reported that a ESFA had confirmed the College's financial health assessment of Good and the Governor Dashboard was presented in the reading room pack for information.</p>

	<p>Corporation were advised that the Orpington Boiler dispute with the London Borough of Bromley continues and details of the specification of the boiler to be installed by the LA together some supporting information on the invoices for repairs and utilities had been received.</p> <p>It was reported that this matter had been referred to technical experts for further advice.</p> <p>The Board were asked to NOTE the report and update on the current year financial position and forecast.</p>
	<p>Question and Comments</p>
	<p>There were no questions or concerns raised.</p> <p>The Board NOTED the report and update on the current year financial forecast.</p>
<p>A3.3</p>	<p>Property & Capital Update</p>
	<p>The Board received an update on property and capital matters delivered and presented by the Group CFO.</p> <p>It was reported that following the submission of the business case to the DfE for support with our capital project-related solvency issues, the legal process to defer our DfE loan repayments for a period of 2 years had been completed.</p> <p>It was reported that although this provides a short-term boost to cash balances of circa £1.3m, very low cash balances are still forecast in for the end of 2025. The Board were advised that the senior leadership team are actively working on a number of options to mitigate this risk.</p> <p>It was reported that the latest cost report for the Future Plumstead project shows a forecast total scheme cost in the region of £45.03m, which is c£0.065m above budget. However, it was reported that this figure does still include a £1m contingency, held against some of these risks, and could be reduced given the stage of construction.</p> <p>Group CFO advised the Board that that the approved budget of £44.97m remains achievable</p> <p>The Board were advised that following the liquidation of the preferred contractor for the FECTF project and an agreed revised procurement strategy, Project 1 (mainly replacing the windows) was underway and tender returns for Project 2, which is the main refurbishment works were being evaluated.</p> <p>It was reported that subject to DfE approval of cost and project scope, it was anticipated that contractors would be appointed in January 2025, with a target for completion of the works before the December 2025 deadline.</p> <p>It was reported that the Post 16 Capacity Fund and T Level Capacity Fund projects were completed within the £5.7m budget.</p> <p>It was reported that the relocation to the new Kingswood site for our provision at Nido Volans Lambeth had been completed on 29th October 2024 and previously identified asbestos had been removed</p>
	<p>Questions and Comments</p>
	<p>In response to questions on the FECTF Project and the continued inaction by the DfE, it was reported that there decisions were slow and frustrating. The Board would continue to be updated on the progress.</p>

	<p>In response to questions on Future Plumsted it was reported that the topping out ceremony had taken place, and the construction was moving at pace.</p> <p>In response to questions on the power to site, it was confirmed that this had been resolved.</p> <p>In response to the monitoring of cashflows and pinch points it was reported that the Capital Committee could pick this up again in February 2025, to include an update on the VAT proposals to claim VAT relief across a couple of the floors which could recoup and recover up to c £3m in savings on the capital project.</p> <p>In response to questions more generally on the VAT relief for FE Colleges, it was reported that there was still some hope and anticipation that this would be acknowledged and granted under the current government, as discussions continued with AoC and Treasury.</p> <p>The Board NOTED the update.</p>
A3.4	Risk Register
	<p>The Board received the Risk Register as presented by the Group CFO.</p> <p>It was reported that since last considering the risk register in July 2024, it had been updated and reviewed by the risk owners and considered by the Audit & Risk Committee in November 2024.</p> <p>The Board were advised that of the 35 risks on the College risk register, 1 is Business Critical, 3 are High, 22 are Medium and 9 are considered to be Low.</p> <p>Details of the risk controls and mitigations has been provided to the Corporation in the Reading Room.</p> <p>It was reported that risk C10 relating to Major Capital Projects Impact on the solvency or financial health of the College still remains our only Business-Critical Risk with a risk score of 36.</p> <p>It was reported that the three high risks reported were</p> <ul style="list-style-type: none"> • Risk C4 covering failure to flex curriculum offer in year to respond to demand or Government Policy has reduced, • Risk C24 relating to unaffordable capital lifecycle liabilities result in building closures still remains the High risk; and • Risk C2, covering the financial failure of the College / inadequate financial health. <p>The Corporation were assured that controls and mitigations on the business critical and high risks were being monitored and reviewed by the Executive and risk owners closely. All risks would be reviewed and monitored before the March Audit & Risk Committee for review and scrutiny.</p> <p>The Board were asked to NOTE the update.</p>
	Questions and Comments
	<p>There were not questions or comments.</p> <p>The Board NOTED the update.</p>
A4.	GCGO Update
A4.1	Board Self-Assessment
	<p>The Board received a brief verbal update on the new Board Self-Assessment which had been prepared but required some input by the Corporation.</p>

	It was reported that this would be circulated for comment and represented at the March Board alongside a Board Action Plan for 2025 for approval.
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PART 2: BELOW THE LINE

Ref	Item
B1	Group Strategy
B1.1	Group Strategy Officer Update including Marketing & Communications Plan RECEIVED and NOTED
B2	DCEO Operational & Performance Update
B2.1	C&S Committee Recommendation : SAR & QUIP – RECEIVED and NOTED
B3	Group CFO Update
B3.1	Item A3.2: 2024/25 Financial P3 Management Accounts & ESFA Financial Health Dashboard – RECEIVED and NOTED
B3.2	Item A3.4: Group Risk Register Entries – RECEIVED and NOTED
B4	Information or Recommendations from Committees
B4.1	C&S Committee Recommendation Complaints Annual Report & Policy Update – RECEIVED and NOTED
B5	Governance / Statutory / Regulatory Updates
B5.1	Visit Reports
	<p>Visits to Nido Volans Bexley, HE and English and Maths were reported Link English and Maths governor had also visited Plumstead Campus where ESOL provision had been observed.</p> <p>Visit reports would be uploaded to Board Intelligence.</p> <p>A number of Governors had also attended Student Awards Ceremony which had been a huge success.</p>
B5.2	Corporation Written Resolution on Pay Award was NOTED.

AOB & Date of Next Meeting – 22 January 2025 at 4.00pm

Minutes APPROVED :



David Eastgate, Chair

22nd January 2025