



**CALDERDALE COLLEGE
CORPORATION BOARD MEETING**

**Minutes of the Meeting held on 18 April 2024
at 16.45 Board Room, Calderdale College and via MS Teams**

Present:

Peter Clark	Chair of the Corporation / External Governor
Diane Cothey	External Governor
Richie Dunk	External Governor
Suzanne Griffiths	Staff Governor
Richard Laycock	External Governor
Suzanne McGladdery	External Governor & Chair Designate
David Malone	Principal & Chief Executive
Naz Mukhtar	External Governor
Greg Scully	External Governor
Martyn Stone	External Governor
Paul Waterworth	Staff Governor
Andrew Wright	External Governor
John-Paul Yates	External Governor
Claire Chapman	Student Governor
Aminah Hashmi	Student Governor
Rosalie Green-Kerry	Student Observer

In Attendance:

Andrew Harrison	Vice Principal – Corporate Services
Karl Veltman	Deputy Principal - Quality, Curriculum Development and Student Experience
Ebrahim Dockrat	Director of Commercial Services and Partnerships
Jane Taylor-Holmes	Clerk to the Corporation
Fiona Chalk	External Governance reviewer (observing)

Agenda: *There were no changes to the agenda.*

Min. Ref.	Minutes	Actions
1	<p>24/105 - Apologies for absence</p> <p>Apologies were received from Rachel Court, External Governor, Jenny Grainger, External Governor and Safia Kauser, External Governor.</p>	

Min. Ref.	Minutes	Actions
	24/106 – Confirmation of eligibility, quorum and declarations of interest	
2	No notice had been received of any member becoming ineligible.	
3	The meeting was quorate.	
	Register of Interests	
4	The Register of Interests was reviewed and approved. It was agreed that any future changes and amendments would be submitted to Mrs J Taylor-Holmes, Clerk to the Corporation.	
	24/107 – Minutes of previous meetings	
5	Resolved: The minutes of the meeting held on 14 December 2023 were approved as a true and accurate record.	
6	Resolved: The minutes of the meeting held on 14 December 2023 (Part 2) were approved as a true and accurate record. <i>(circulated in advance by email to External Governors only).</i>	
7	Resolved: The minutes of the meeting held on 8 February 2024 were approved as a true and accurate record.	
	24/108 – Matters arising	
8	Governors noted the updates recorded against the matters arising.	
9	Mr A Harrison, Vice Principal – Corporate Services provided an update on progress in relation to the ESFA Funding Audit letter following the funding audit completed in December 2023. Mr Harrison explained that the College had been informed that the letter would provide a small number of management points. After further requesting the letter, Mr Harrison had been informed that there would be an ESFA audit of the provider and further information had been requested by the ESFA to support their audit. It was agreed that this was very frustrating for the College.	
10	Mr Harrison explained that the requested information had been provided promptly to the ESFA.	
11	An update would be provided to future meetings.	Action: Mr Harrison Future meetings

Min. Ref.	Minutes	Actions
12	In relation to the action arising from agenda item 23/102, it was noted that the action would be referred to the Audit Committee for consideration.	
13	It was noted that the action arising from agenda item 23/169 was complete and would be considered as part of the future discussion in relation to the review of pay award. Mr Harrison confirmed that the College continued to pay staff in line with National Minimum wage changes. The update was noted as follows; 'Several scenarios have been modelled, and this will be included in future pay award recommendations. There are significant cost implications as there are 113 staff between NMW and the Real Living Wage. Increasing all staff to the latter would cost c£170k p.a. with on-costs'.	
14	All other actions were complete, on the agenda or for completion at a later date.	
	24/109 – Chief Executive's report	
15	Mr D Malone, Principal & Chief Executive presented the report providing an update on key issues. Mr Malone referred to the weekly SLT email bulletins which were received by Governors.	
16	In addition to the content of the paper, updates were provided as follows;	
17	Mr Malone referred to section 2.2 of the Report and the staffing changes at the College. In particular, the additional support within the Safeguarding team and the approach being taken in relation to behaviour. It was agreed that a fuller update would be provided to the May Governor Development Day.	Action: Governor Development Day May 2024
18	Mr Malone referred to section 3 of the Report and the predicted achievement. Mr Malone explained that the predicted achievement had been assessed on the basis of 50% of the amber rated students achieving which was a conservative assessment (and had been exceeded in previous years).	
19	Governors were referred to the recruitment figures for 2024/25 and the increase in 16–18-year-old student applications. It was noted that this was again, a significant increase in student numbers and the substantive item for discussion related to the challenges of increasing student numbers.	
20	In response to a question around steps being taken to respond to the growth, Mr Malone commented on the approach being taken to recruit additional staff to ensure that coaches and	

Min. Ref.	Minutes	Actions
	mentors were in place for the new academic year. In response to a further question; the position should the numbers of students not materialise, Mr Malone explained that the College was scrutinising every cost and staff post but the College was confident that there would be growth in numbers during 2024/25.	
21	Mr Malone referred to the updates within the paper on progress against the six strategic priorities. It was noted that the Operational Delivery Plan provided actions and the three-year plan in milestones to ensure achievement. Mr Malone explained that the working groups included staff from all areas within the College and the strategic priorities were shared with new staff during induction.	
22	Mr Malone commented on the Accountability Statement; Mr Malone explained the changes to the DfE guidance around Accountability Statements.	
23	It was noted that a change was that the Corporation had a role in relation to ensuring that the College met the statutory local needs duty through the Curriculum.	
24	It was noted that there was a requirement to approve the Accountability Statement by 30 June 2024. Mr Malone referred to the additional Board meeting to be held on 13 June 2024 for the approval of the statement.	
25	Mr Malone referred to the ESFA letter which had been received following the Annual Strategic Conversation held on 14 March. Mr Malone explained that there had been a significant conversation held, particularly around the increase in student numbers and the approach to be taken in relation to the estate. Attendees at the meeting agreed that the session was positive.	
26	Mr G Scully, External Governor asked about the planning in relation to T-Levels and whether additional T-Levels were being included in the offer. Mr Malone commented that there was a plan in place for a phased introduction of new T-Levels; new T-Levels were being offered from September 2024 in media production, film and TV and E-Sports. The College continued to be a strong advocate for T-Levels. Mr Malone commented on the use of the bursary for T-Levels and industry placements. It was agreed that further information would be provided to the next meeting.	Action: Mr Malone July 2024
27	Mr Malone referred to the substantive item at section 7 of the report and explained that this related to the development of a	

Min. Ref.	Minutes	Actions
	<p>number of areas including a social space and refectory area for students. It was noted that this had become more of a priority with the increase in students and the current lack of space within the current footprint. Mr Malone also referred to the frustrations felt by students and the challenging behaviour which may be as a result of the lack of space. Mr Malone referred to the challenges in terms of funding opportunities and how the sector now had limited access to loans and external funds following the ONS decision regarding reclassification.</p>	
28	<p>Mr Malone explained that the aim would be for the College to expand the Inspire Centre to provide the required social area for students and that this also included a wellbeing centre and hub opportunities. It was noted that capital reserves could be used to support development of such facilities.</p>	
29	<p>It was noted that there may be opportunities to apply for external funding however, there would be a requirement to submit clear plans which were fully costed to support any future funding applications and there may be match fund requirements.</p>	
30	<p>In response to a question about potential cost; Mr Harrison suggested that this may be in the region of £6/7million. A further option was discussed around the leasing of premises off site, however the lack of locally available premises and the cost of this was thought to be a negative to this approach.</p>	
31	<p>Mr Harrison confirmed that the College was undertaking a review of all existing space to ensure that the current footprint was fully utilised. The lack of ground floor workshop space was also noted along with the plans to bring automotive onto the site.</p>	
32	<p>In response to a question around current available funding, Mr Harrison explained that the College had received around £800,000 capital funding during the period which was required to be spent by April 2025. If the College continued to adopt the current financial model, there was the possibility to generate around £2million. It was agreed that there was a requirement to ensure that there were adequate reserve funds to create a buffer and support cashflow.</p>	
33	<p>Mr P Clark, Chair of the Corporation asked whether it was proposed that this was one project or whether a phased approach would be proposed. Mr Malone explained that this would be considered, the immediate need was the additional student social space.</p>	
34		

Min. Ref.	Minutes	Actions
35	<p>There was a considerable discussion around the approach to be taken. Comments included; the fact that the Local Authority had been informally consulted on the proposals and were broadly supportive, the development may support an improvement in behaviour and retention, this this may improve the appeal of the College and thus further increase student numbers, that this may future proof the building and the College. Comments from Student and Staff Governors were supportive of the proposed development. There was also a discussion about the future demographic of students and whether there were concerns about the sustainability of student numbers. Mr Malone commented that it was likely to be around 5-6 years before student numbers decreased. It was noted that current College reserves were in the region of £6million including a contribution of £2million to be current project yet to be provided. The importance of considering the students needs was noted, particularly in relation to the student learning expectations and the extra-curricular activities provided.</p> <p>Resolved: It was agreed as follows; Up to £30,000 was approved for exploratory work (RIBA stage 2) in relation to a phased approach to estates options taking into account the student demographics over the next 10-15years. Stages discussed included;</p> <ol style="list-style-type: none"> 1. wellbeing / social / student hub 2. workshop space eg, bringing automotive back onto site. <p>It was agreed that consideration would be given to applying for planning permission simultaneously (depending on the length of time this would be valid for once approval is provided and whether this can be done in a phased way).</p>	
36	Governors congratulated all staff and students on the successes recorded within the report and commented on the positive opportunities referenced within the Report.	
37	Resolved: Governors noted the report.	
	24/109a – Student Governor update	
38	Mr Clark invited student Governors to provide feedback on support provided regarding progression; including careers advice, future options and support with applications.	
39	Ms A Hashmi, Student Governor explained that as she was studying a T-Level (year 2), by the very nature, there was lots of discussion around progression, future education and employment opportunities. There had been support provided to	

Min. Ref.	Minutes	Actions
40	complete the UCAS application, compile the personal statement and a reference provided.	Action: Mr Malone July 2024
41	Ms C Chapman, Student Governor explained that she was currently within the University Centre and had a clear progression plan in place; this was a four-year plan. Ms Chapman explained that there was always a member of staff available to help and support students to progress.	
42	Ms R Green-Kerry, Student Observer explained that she was on a new course and that she felt that there could be better organisation of support. Ms Green-Kerry explained that she had not received any work experience. Mr Malone agreed to follow up her comments about lack of support and work experience. Mr Malone commented that the College was currently expanding the staff team to support work experience.	
	Resolved: Governors received and noted the feedback from students.	
	24/110 – Curriculum, Quality and Standards Committee	
43	On behalf of Mrs J Grainger, Chair of the Curriculum, Quality & Standards Committee, Mrs J Taylor-Holmes, Clerk to the Corporation provided feedback from the meeting held on 14 March 2024.	
44	For onward presentation to the Board: <ul style="list-style-type: none"> • Safeguarding Annual meeting feedback • EDI update • The Committee had reviewed risks specifically allocated to the Curriculum, Quality & Standards Committee and agreed to the removal of risk C5 and that the Audit Committee consider a matter raised about the provision of First Aid trained members of staff as part of the Health and Safety report. 	
45	It was agreed that the following would be reported to the Board for information:	
46	The Committee had received a number of presentations. There had been a presentation from the Maths and English team who had provided an update on the new team, the year to date in terms of data and the plans for 2024/25.	
47	Mr Clark explained that this had been followed up by a meeting between himself, other members of the Committee, the Head of Faculty and the Head of Quality. The Maths and English team	

Min. Ref.	Minutes	Actions
	<p>had addressed a number of issues raised and had confirmed the commitment to assessment, monitoring and focussed individual learning. All members of the meeting had agreed that the approach had been further clarified and was clearer. The team had provided the detail of the delivery model, how this had been changed and how the additional hours would be provided from 2024/25.</p>	
48	<p>Mr Scully asked about the approach to be taken to the additional hours. Mr Malone explained that this would be an additional three hours on each programme. There would be online lessons as part of the programme. Specifically in relation to Maths, there would be a two-hour taught session with a one-hour session online using Century software with the tutor online and available.</p>	
49	<p>There had been a presentation to the Committee to provide a digital update from the Head of Digital Transformation and Innovation. The presentation updated Committee members on the approach being taken to review the digital offer in teaching and learning, including a review of the VLE and Teachermatic (the IA software introduced to support teacher workload) and the progress being made in relation to digital automation and innovation. The improvements to digital infrastructure were also noted along with the approach being taken in relation to digital marketing. There was also feedback received via video from students who were using the new Student App, MyDay. The feedback received from users referenced throughout the presentation was noted. There was also a presentation on the HE strategy and the approach being taken by the College to review provision, review and assess need and the develop the future plan. The development of pathways to successful careers was noted.</p>	
50	<p>In relation to Teachermatic, Mr Malone commented that initial feedback had been positive with 50% of staff stating that this had reduced workload. Support was being provided to staff to ensure that staff were able to utilise the system and gain improvements in workload. Governors expressed some concern about AI technology and the use of this to gather data from organisations and sell this to generate income. Mr P Waterhouse, Staff Governor referred to the robust Data Privacy Policy in place.</p>	
51	<p>Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience commented on the work being undertaken by the AoC and JiSC to review the use of AI platforms. Mr Veltman also explained that there was an AI conference held to support the sector.</p>	

Min. Ref.	Minutes	Actions
52	Mr Veltman explained that the staff internet landing page was being replaced with the MyCalderdale personalised page for staff. The aim would be for staff to be able to access staff information and other systems through the front page.	
53	The Committee had reviewed and discussed the Whole College Performance Report with a particular focus on attendance, retention and student voice with feedback being provided from the focus groups.	
54	Committee members had received the Quality Improvement Plan and a demonstration of how this was being reviewed and regularly updated.	
55	Committee members had received the final Self-Assessment report.	
56	An update had been provided in relation to the Curriculum planning process and it was noted that an element of the plan (to demonstrate the process including the use of local market information and how this responded to local need) would be provided to the May Governor Development day (which would be held at the TEC).	
57	The Committee had received the report on Complaints for 2022/23. The Committee had received an update in relation to the development of a new Behaviour Policy, a further update would be provided to the May Governor Development session.	
58	Resolved: Governors received the report from the Curriculum, Quality & Standards Committee.	
24/111 – Search and Governance Committee		
59	On behalf of Mrs Court, Chair of the Search & Governance Committee Mrs Taylor-Holmes provided verbal feedback from the meeting on 21 March 2024.	
60	Resolved for recommendation; <ul style="list-style-type: none"> • Committee memberships • Code of Good Governance – compliance with current Code for the academic year 2023/24 and adoption of new Code for 2024/25. 	
61	Committee members had reviewed the Board and Governor Development Plan and approved this to share with the Board, further updates were shared as follows;	

Min. Ref.	Minutes	Actions
	<ul style="list-style-type: none"> The May Governor Development day session would be held at the TEC. There was a request for a Governor to be appointed as SEND Link Governor. The April Board meeting had included the student Governor feedback in relation to progression. 	
62	It was agreed that the following would be reported to the Board for information:	
63	<ul style="list-style-type: none"> Alongside the Corporation membership schedule and considering succession planning, the Committee had discussed the schedule and had agreed actions in relation to recruitment. A number of actions had been agreed in relation to the Committee membership schedule. A formal succession plan template had been suggested and would be considered at the next meeting. 	
64	<ul style="list-style-type: none"> Committee members had received an update on Governor compliance with mandatory training and were pleased to note improvement in this area. 	
65	<ul style="list-style-type: none"> Committee members had received an update in relation to the progress of the External Governance review. 	
66	<ul style="list-style-type: none"> The Committee had approved the Link Governor protocol subject to amendments and the approach to be taken to educate and connect Governors and Managers on the new protocol. 	
67	<ul style="list-style-type: none"> Received a thorough report on the AoC Code of Good Governance and compliance. 	
68	Resolved: Governors received the updated Board and Governor Development Plan, noting the additional comments made.	
69	Resolved: Governors approved the Committee memberships schedule.	
70	Resolved: Governors noted compliance with the Association of Colleges Code of Good Governance for the academic year 2023/24 and adopted the new Association of Colleges Code of Good Governance for the academic year 2024/25.	
	24/112 - Audit Committee	
71	Governors received the Audit Committee meeting minutes from the meeting held on 27 November 2023.	

Min. Ref.	Minutes	Actions
72	On behalf of Mrs Court, Chair of the Audit Committee Mr M Stone, Audit Committee Vice Chair provided verbal feedback from the meeting on 21 March 2024 (minutes provided in Board papers).	
73	The Committee had approved the Business Continuity Plan and the IT Disaster Recovery Plan.	
74	It was agreed that the following would be reported to the Board for information:	
75	The Committee had received the Health and Safety update and the external review, noting that an action plan would be developed following the report.	
76	The Committee has received an update on the funding audit which had been referenced as part of the Matters arising update.	
77	The Committee had received the Audit recommendations report and there were no outstanding actions.	
78	The Committee had reviewed two internal audit reports with substantial assurance received.	
79	The Committee had assessed performance against indicators for 2022/23 and set indicators for Internal and External Audit 2023/24.	
80	There had been a significant discussion around Business continuity, the Committee had been pleased to see improvements in the area and a number of suggested further improvements discussed.	
81	The Committee wanted to highlighting to the Board the high risks and what risks were changing and this is included within the Risk Management report.	
82	Resolved: Governors received the report from the Audit Committee.	
24/113 – Finance & Resources Committee		
83	Governors received the Finance & Resources Committee meeting minutes from the meeting held on 27 November 2023.	
84	Mr A Wright, External Governor and Chair of the Finance and Resources Committee, provided verbal feedback from the	

Min. Ref.	Minutes	Actions
85	meeting held on 26 March 2024 (minutes provided in Board papers).	
86	<p>Recommending to the Board for approval;</p> <ul style="list-style-type: none"> • verbal update on the one ESFA sub-contracting arrangement – Project Challenge. 	
87	<p>Committee had approved</p> <ul style="list-style-type: none"> • Tuition Fees and Refund Policy 2024/25 • Estates Strategy 	
88	<p>Commercial and Partnerships - The Committee noted the developments and had approved the progression to the next stage in relation to the FA project. The Committee had noted the progress in relation to the DWP apprenticeship hub programme.</p>	
89	<p>Estates and IT Update – The Committee had received an update on progress of the capital project and noted that the project was on time and budget.</p>	
90	<p>HR update – received the HR report and noted improvements in relation to recruitment and staff sickness absence.</p>	
91	<p>Financial Performance Report – received the Management Accounts to 29 February; presented to the Board.</p>	
92	<p>Management Accounts – operating deficit of £388,000 to date against a budgeted deficit of £177,000. Committee members noted that the revised forecast outturn was an operating surplus of £700,000.</p>	
93	<p>The Committee had also received the Data Protection update.</p>	
94	<p>No amendments to the risk register were proposed.</p>	
95	<p>Resolved: The Board approved; the verbal Sub-Contracting Report and received the report from the Finance & Resources Committee.</p> <p>Management Accounts (P7 February 2024)</p> <p>Mr Harrison referred to the additional 16-18 funding and confirmed that the pay award had been made to staff in line with the additional amount in the budget approved by Governors (total 6.5%). There had been provision made in relation to any potential clawback in relation to the match funding contract with</p>	

Min. Ref.	Minutes	Actions
96	<p>DWP. It was agreed that the financial position was positive and the predicted out-turn provided a sound basis into 2024/25.</p> <p>Resolved: Governors received the Management Accounts noting that these had been reviewed by the Finance and Resources Committee on 26 March 2024.</p>	
<p>97</p> <p>98</p> <p>99</p> <p>100</p> <p>101</p> <p>102</p>	<p>24/114 – Safeguarding update</p> <ul style="list-style-type: none"> • Safeguarding Annual Review meeting <p>Mrs N Mukhtar, External Governor and Safeguarding Link Governor explained that she had spent two days within the College undertaking the review.</p> <p>Mrs Mukhtar explained that she had reviewed staff training and had been assured that all training had been completed and training was adequate for the safeguarding needs of the College.</p> <p>Three cases had been selected at random from the safeguarding register and evaluated; Mrs Mukhtar explained that she was assured that the cases had been responded to appropriately and rapid action had been taken.</p> <p>Mrs Mukhtar commented on the review undertaken of the allegation made against a member of staff and confirmed that she had been assured that the College had undertaken all the relevant processes. A review of three new members of staff had been undertaken and again Mrs Mukhtar confirmed that she was assured that all the correct safer recruitment processes were in place and had been followed.</p> <p>Mrs Mukhtar explained that she had interviewed male and female students and received their feedback, she had been satisfied in the responses provided. Specific comments from one student had been provided to Mr Veltman. Overall students felt safe.</p> <p>Resolved: Governors received the Safeguarding Annual Review meeting feedback.</p>	
<p>103</p> <p>104</p>	<p>24/115 – Equality & Diversity</p> <p>Mr Veltman provided the Equality, Diversity & Inclusion update.</p> <p>Mr Veltman commented on the work being undertaken to develop the reporting in this area to enable potential issues to be identified and targeted action to be taken where appropriate.</p>	

Min. Ref.	Minutes	Actions
105	Mr Veltman explained that the College was working with the National Centre for Diversity in relation to the Accreditation "Investors in Diversity" which would begin in the new financial year. Updates on progress towards the Accreditation would be included in future reports.	
106	In response to a question around confidence of students reporting any equality and diversity issues, Mr Veltman explained that the College provided a thorough induction to students to ensure that students were aware of what to do should they have a concern. Mr Malone referred to the facility on the MyDay app to provide communication and contact with members of staff, it was agreed that this would provide a speedy and easy way to contact members of staff.	
107	It was noted that the use of the MyDay App to encourage engagement with student surveys should also improve the response rate and ensure that students were able to provide views and feedback in a quick and easy manner.	
108	It was agreed that student satisfaction may have been impacted by the unexpected increase in student numbers at the start of the year and the required changes and disruption to address the issues.	
109	Resolved: Governors received the Safeguarding Annual Review meeting feedback.	
	24/216 - Health & Safety	
110	Mr Harrison provided the report which had been provided to the Audit Committee on 26 March 2024.	
111	Mr Wright, Health and Safety Link Governor commended the progress made in this area and in particular, the use of an external consultant to provide additional H&S support.	
112	The changes in the Health and Safety team were noted.	
113	Resolved: Governors received the Health & Safety update.	
	24/217 - Annual Report on the use of the College Seal	
114	Mrs Taylor-Holmes provided the report detailing the occasions where the College seal had been used during the report 1 April 2023 to 31 March 2024.	

Min. Ref.	Minutes	Actions
115	Resolved: Governors received the Report.	
	24/118 – Risk Management	
116	Mr Harrison referred to the paper on risk management and the Risk Register. Mr Harrison referred to the updates within the paper from each of the Committees in relation to their consideration of risk.	
117	Mr Harrison explained that the Audit Committee meeting had requested an increase in the rating of the Health and Safety risk on a temporary basis whilst the recommendations from the external consultants were considered and an action plan developed.	
118	It was agreed that the risk in relation to the ongoing dispute around the match funding projects remained red. It was hoped that the matter would be resolved during the Summer. Mr Malone referred to the actions being taken to try and escalate and resolve the matter.	
119	Resolved: Governors received the Risk Management update and noted the Risk Register and residual risk ratings.	
	24/119 – Chair’s report and feedback from Governors	
120	Governors received the Chair’s Report detailing activity undertaken since December 2023.	
121	Mr Clark referred to the items of Chair’s action.	
122	Mrs S McGladdery, External Governor & Chair Designate referred to the Staff Sustainability conference and commented on the success of the day. It was noted that a number of governors had attended the conference and had been allocated to work with staff on different tables. It was agreed that the staff were engaged and committed and that there was a positive atmosphere at the conference.	
123	Mr Clark provided thanks to Mr Wright on his last Board meeting. He thanked him for his commitment to the Finance and Resources Committee, for standing in as Chair of the Committee and for his significant contribution to the role as Health & Safety Link Governor.	
124	Resolved: Governors noted the Chair’s report.	

Min. Ref.	Minutes	Actions
125	<p>24/120 – Timetable of meetings 2024-25</p> <p>Resolved: Governors approved the timetable of meetings 2024/25.</p>	
126	<p>24/121– Dates of future meetings</p> <ul style="list-style-type: none"> • Governor Development Day – 9 May 2024, 9.00 to 14.00 (in person at TEC) • Additional Board meeting – 13 June 2024 – time TBC, via MS Teams or in person • Curriculum, Quality and Standards Committee – 13 June 2024 – 17.00 (in person) • Finance and Resources Committee – 27 June 2024 – 17.00 • Search & Governance Committee – MONDAY 1 July 2024 – 15.30 (MS Teams) • Audit Committee – MONDAY 1 July 2024 at 17:00 (MS Teams) • Corporation Board meeting –11 July 2024 at 16.45 (in person) 	

Signed as a true and accurate record:

Mr P Clark

Chair

Date:

11 July 2024