

Minutes of the Southport Education Group Resources Committee

Meeting held in the Board Room (Southport Campus)

Tuesday 1st October 2024 at 5pm

- Present:** Margaret Boneham (Independent Member)
Michelle Brabner - Principal – (Ex-Officio Member)
Rob Firth (Committee Chair - Independent Member)
Alex Gamil (Committee Vice Chair)
Claire Moffat-Lonsdale (Independent Member)
Paul Walker (Corporation Chair)
- In Attendance:** Paris Bonwick (Vice Principal - Business Services)
Mark Burrows (Deputy Principal)
Lisa Farnhill – (Dir. Governance and Compliance)
Stephen Musa (Vice Principal Curriculum and Support) (to item 12)
Paula Smith – Dir. Finance

Apologies:

- Absent:** Rebecca Matchett (independent member)

Minute No.	Minutes	Action
R.25.01	<p>Welcome and Apologies</p> <p>With the meeting confirmed as quorate, the Committee Chair opened the meeting noting there had not been any apologies.</p> <p><u>Item 1 - Noted:</u></p>	
R.25.02	<p>Item 2: Declarations of Interest</p> <p>Members noted standing interests, with no interests declared relating to agenda items.</p> <p><u>Item 2 - Noted:</u></p>	
R.25.03	<p>Item 3: Appointment Of a Committee Vice Chair</p> <p>Members were advised that Alex Gamil had indicated she was happy to continue in the role, however, noted that her term would end in January. Members agreed to re-appoint Alex Gamil as Vice Chair until the end of her term.</p> <p><u>Item 3 - Approved:</u> <i>The Committee re-appointed Alex Gamil as Committee Vice Chair for the 2024-2025 academic year until her term ends.</i></p>	
R.25.04	<p>Item 4: Approval of the Minutes of the Meeting Held on 25th June 2024</p> <p>The Committee Chair invited members to raise any points of inaccuracy, noting some minor grammatical error updates had been made since they were circulated. With no further amendments, the minutes were approved.</p>	

Item 4 - Approved: *The Committee resolved to approve the minutes as a true record for the meeting held on 25th June 2024.*

R.25.05 Item 5: Review of Impact Statements, Actions and Matters Arising

Committee members were given a summary of actions taken as a result of matters arising in the last meeting, with attention drawn to where this was included in the reports to be presented. Members agreed the impact statements reflected their questions and comments.

Item 5 – Resolved: *The Committee resolved to note the details of the actions report and approved the impact statements.*

R.25.06 Item 6: Confidential Business

6.1 - Identify any minutes that need to be regarded confidential

Members were informed that someone had proposed a comment relating to potential financial challenges may need to be redacted, however the Director of Governance and Compliance had recommended this remains within the minutes for full transparency, evidencing awareness and oversight of potential risks.

6.2 - Determine whether any items of business are confidential and should be discussed in a separate part of the agenda

Members reviewed the agenda and confirmed the staff pay award needed to be considered as confidential at this stage, however, were advised that the level of detail currently available had already been shared with staff present, therefore they could remain present for the discussion.

Item 6 - Resolved: *The Committee resolved to publish the minutes without redaction, and did not need anyone to withdraw for any parts of the meeting.*

R.25.07 Item 7: KPI Scorecard

The Committee noted the update, agreeing to use the detail to direct discussions throughout the meeting.

Members were advised that although the academic year had ended this would not be the final end of year position for a number of lines due to the financial accounts having not been signed, noting some lines would continue to be updated until October.

A member queried why there were no comments against some the lines, asking if what had been circulated was a draft. Members were advised that comments were only included where necessary to highlight key risks or explanations for over and under performance. A member asked if the Vice Principal Business Services wanted to draw the attention of the Committee to any of the lines. Positive outcomes in relation to test and learn including all the delivery of ESOL and recruitment were highlighted, with permission from the LCR to move funding from an area of under delivery to the ESOL programme.

Members were informed of the difficulty in predicting AEB allocations, noting this was based on post codes, with a member indicating that although it remains red, had improved throughout the year.

A member asked if the targets had changed, with the Committee advised the targets for 24/25 were drawn from the approved budget, with the apprenticeships target adjusted down in line with the revised offer, noting the Tuition Fund line had been removed, with this funding stream now withdrawn.

Members interrogated the cash days, ascertaining that the reduction was in line with expectations, having been high due to the grant funding. It was explained that DfE funding would now be profiled.

In response to a question about increasing absence rates, the Committee were advised that they had decreased, however, the timing of the reporting provided a different perspective, with the detail to be provided in the HR reports under item 9.

Item 7 – Resolved: *The Committee resolved to note the update.*

R.25.08 Item 8: Risks Relevant to the Resources Committee

The Dir. Finance summarised the report, highlighting risk movements since the last meeting, advising that the feedback of the Committee had been used to develop an updated format. It was clarified that the target risk scores had not been added, as this would be done at the first SLT risk review meeting of the year.

The Dir. Governance and compliance informed the committee that the Audit Committee had reviewed the new format, however felt unable to recommend it for approval as the requested changes had not been initiated by them, therefore they could not confirm if the updates provided the level of information and assurances sought by the Resources Committee. As a result of this, and due to further suggestions for changes from the Standards Committee, it was suggested a cross-Committee working party could be set up to look at the format and reporting of the risk register and risk assurance process.

Members clarified rationale for the updates was to ensure where risks cannot be mitigated, this was evident from the information presented, to prevent unnecessary focus on issues that were beyond the College's control.

The Committee discussed at length priorities and rationale for any changes, and the Principal reminded the Committee of the recent review and reformatting of the risk register with the support of the internal auditors, which had been reviewed and commended by the FEC during their diagnostic assessment. The Committee confirmed they did not intend to revolutionise the format, instead seeking minor modifications to ensure attention was drawn to the relevant areas. It was suggested the comments sections could highlight where further detail can be found in Committee papers and asked for linkage to the risk appetite activity completed by the Board.

The Dir. Governance reminded the Committee that there would be a group set up to review this, urging the Committee to share these ideas in that forum, so that a collective decision could be made. Members confirmed they were not making the decision, instead were gathering the Committee's wants and needs to put forward in that forum, which included a request for the document to be live, with regularly updated comments to provide assurances of mitigations.

The Committee asked how updates to the register were managed, being advised there were four formal risk review meetings per year, however, anything discussed within SLT meetings that would impact the risks faced by the College, were updated within that forum.

In reflecting on the request from Standards for the cyclical nature and the expectation for risks to increase and decrease throughout the year, it was proposed the risks movements report would satisfy this.

In considering the effectiveness of the current format and process, the Committee considered whether there had been any risks in the last few years that the college had not been prepared for or considered well managed. Members suggested that

although detailed as a risk, the declining quality of the apprenticeship provision had not been fully understood by the Board, with a lack of awareness of the impact this would have on an Ofsted inspection. They acknowledged that whilst on the register as a high risk for a prolonged period, members suggested they should have interrogated further the lack of pace initiating change and challenged the need for more effective mitigations. Although they acknowledged the format did not prevent additional challenge, it also did not support it.

In discussing the need to present the raw scores, alongside the impact, likelihood, and post mitigation score, members concluded that the inclusion of a target would highlight where there is more the College can do to mitigate, with comments and the supporting report highlighting where actions are in progress but have not yet had impact, enabling governors to challenge and be assured.

To conclude, the Committee indicated the updated format as circulated, would meet their needs, provided comments remained up to date. They suggested the working party was therefore not necessary, instead recommending the SLT review the risks and update the register, including the target scores and commentary, with this presented to the Audit Committee for approval, to be trialled for a year, with feedback to be provided on the impact the updates have had.

SLT/Audit

Item 8 - Resolved: *The Committee resolved to note and reflect on the information throughout the meeting, endorsing the new formatting of the risk register, asking the Audit Committee to recommend this new process and format is recommended for approval.*

R.25.09**Item 9: Human Resources****Item 9.1: Annual HR Report**

The Dir HR summarised the report, confirming this was a high-level summary of the information within the termly reports presented to the Committee, asking the committee to endorse this for presentation to the Corporation as essential information and assurance.

Attention was drawn to the gender pay gap noting the mean had reduced, however, the median had increased.

Members discussed the absence data, noting a reduction overall, with an increase in long term absences and in response to questions relating to reasons for the changes, assurances were given relating to the data analysis exercise, which established there were no trends to be drawn from the data, with details provided of the work to support staff absent for extended periods,

Members discussed at length the reduction in staff turnover, with reasons outlined and improved processes commended, clarifying that exit interviews were conducted. Members noted the benchmarking data relates to the 2019/20 academic year, released in 2021, with no new information available, despite submitting annual returns and having made a request to the AOC for the updated information, with members indicating this was not helpful to the sector, particularly when there is a need to provide evidence to support central pay increases.

Members acknowledged the need to balance performance management against issues with recruitment and a need for stability, with evidence indicating this was being effectively managed, with an expectation there would be a further reduction in turnover this year. In considering the data types, a member suggested that although retirements and those coming to the end of a fixed term contract remained relevant in the overall statistics for turnover, these could

be planned for, with additional notice and resulting in less pressure, highlighting resignations were more problematic in terms of planning and recruitment schedules and the unexpected costs associated with replacing key staff.

The Committee were assured that whilst the College strived to reduce turnover, they remained vigilant and committed to doing this with integrity. The Committee was reminded of a recent issue relating to an appointment, where further checks established they had not been honest in relation to their career history, resulting in a resignation. They were also informed of a recent issue during a recruitment exercise relating to the non-disclosure of pertinent information that prevented the appointee from teaching. The Committee was informed this was a candidate put forward by a recruitment firm, who had failed to do effective due diligence. Members were assured that this had been picked up by the College's HR team, with swift action taken to ensure an applicant that was barred from teaching, would be flagged up under all of their associated names in future. Members were advised that this would fall into the 'resignation' data for the year, as an offer was made, however, would not have progressed to appointment and would have resulted in dismissal had the applicant not resigned first.

Members expressed concern over the high costs being charged by recruitment agencies, who were not conducting the essential checks necessary to work in a regulated environment, with it proposed they were profiting from the recruitment crisis within the sector.

The item concluded with members highlighting that although turnover had improved, it remained high, with almost one in five staff leaving. Another member asked if there had been any analysis of the length of service of those leaving, with assurances that although not included here, it had been considered and reviewed, alongside department and job role statistics, with no clear trends. The Committee was assured that consideration had been given to the recruitment, onboarding and induction process, however, as there was not a significant number of new staff leaving, this was not considered to be a factor, with pay the dominating factor.

Item 9.2: Termly HR Report

The Dir HR confirmed this termly update focused on the recent recruitment activity and staff survey outcomes.

In response to the recruitment data overview, a member asked if the Ofsted grading had impacted recruitment, with evidence suggesting no impact, with an increase in the number of applications to some vacancies. Members were advised of an update to the Ofsted grading process for schools, with a delay to the rollout to colleges due to the impact on some elements of funding, however, college's had benefitted from an update to the Ofsted website, with a scorecard replacing single word judgements on the opening page.

In response to the staff voice feedback, members noted the increased response rate to the survey, which focused on communication. Members noted the intention to discuss the outcome with the SLT and then present this, and proposed changes as a result of the feedback, at the next staff committee meeting.

Members noted comments had not been included as there was a significant number, however, were advised of the themes and responses, which included staff wanting an oversight of activities in all areas of the college, leading to the development of a two-weekly newsletter, with a concerted effort by the CMT to ensure news is shared regularly.

Members discussed alternative formats for sharing updates, including podcasts and using the intranet as an internal social media, allowing for reactions, building interactivity between and awareness of the work of different teams.

Members were informed they would receive the newsletter via their staff email account, and welcomed to contribute by emailing the Executive PA.

Item 9 - Resolved: *The Committee resolved to recommend the annual HR report to the Corporation as essential information.*

R.25.10 Item 10: Enrolment Report

The Vice Principal Curriculum and Support summarised the data from the report, highlighting positive recruitment, which indicated the inspection and issues in the town over the summer had not had a negative impact on enrolment.

In receiving an overview of the data and targets, members commended the improvements, which had seen market share of school leavers increase to 64%. Members were advised this represented 22% growth across both campuses in two years, noting over three years, there had been 70% growth at KGV.

Conversion data indicated the expected day 42 enrolment would exceed the college's financial target. Members were advised this meant they had now caught up to the projected pre-merger TU targets, having closed what had been a three-year gap.

Members asked what underpinned the improvement, with it considered to be a combination of improved reputation, strong working relationships with local schools, as well as the activities of the marketing and liaison teams, with an outline of new initiatives provided. Members asked if the marketing team was capitalising on the growth and using it for promotional activity. Members were informed there had been positivity and good news stories shared, however, this had been done sensitively, with reduced communications and promotional activity on social media this year due to the incidents in the town over the summer.

In reviewing areas of concern, members attention was drawn to AEB figures, noting year-round recruitment and varying course weightings, as well as a slight reduction in applications at KGV, considered against the previous impact of CAGs and TAGs on entry requirements and predicted grades.

Members analysed the data for individual schools, with explanations given for variations along with an outline of key risks, including Ofsted gradings of local institutions, course offerings and cohort sizes, with mitigations including marketing initiatives focusing on the quality of education, including the value of having teachers that are A-Level specialists.

In concluding, members congratulated the team on a positive start to the year. A reminder was given to Committee members of the open evening dates, with governors asked to inform the Vice Principal Curriculum and Support if they planned to attend.

Item 10 - Resolved: *The Committee resolved to accept the update.*

R.25.11 Item 11: Employer Engagement Strategy

The Deputy Principal confirmed that the position as reported in June reflected the final position for 2023/2024, therefore an end of year update report had not been produced.

The Committee noted that in response to their request for KPI's for the new strategy, these had been drafted and presented for approval. Following a summary, the Committee resolved to approve the KPI's, asking about expected growth in apprenticeships. The committee was advised that the financial targets set were conservative, with an expectation this would be hit, with evidence indicating they could be exceeded, due to more ambitious targets set for members within the team.

Asking about areas of strength members were given an overview of areas that had strong performance. A summary of employer engagement work was outlined, which had already had an impact, resulting in positive feedback from employers regarding the collaborative approach.

Item 101 - Resolved: *The Committee resolved to accept the update and approved the KPI's.*

Item 12: Financial Reports

R.25.12 Item 12.1: Management Accounts

The Vice Principal Business Services highlighted the key variances in the July Management Accounts, confirming the June management accounts, as circulated by email, were presented for approval.

Key figures, including the outturn position, year to date operating deficit, variances in income and expenditure and the impact of the pension variance were all discussed.

Members commended the accuracy of the forecasting and close control of the budgets, discussing in detail the variances, thanking the finance team for the enhanced reporting and visibility throughout the year, providing confidence and assurance to the Committee.

Members noted that the staff costs were within budget and well controlled overall, but highlighted that the variance in support staff, being under budget, and teaching staff, which was over budget, balanced out, asking if there had been a misalignment of staff to the associated budgets. An explanation was provided, noting the difficulty with dual role staff, that carried out support and teaching functions, further complicated by Payroll, HR and Finance all using different categorisations, with the current coding from payroll not aligning to the finance system. The Committee was assured this issue had already been identified and a meeting diarised to address it. Members were assured this would be reviewed and corrected within the mid-year review.

Dir. Finance

Members asked about the budget control measures, autonomy and oversight within delegated budgets, assured by the strict and regular reviews, that ensured financial regulations were adhered to, yet facilitated flexibility and ease of use when procuring specialist equipment and resources, noting this was particularly beneficial within the trade areas.

Members asked about the long-term cash flow projections and were advised that this was available through the CFFR, however in the current format, did not take into account planned growth, capital spend, increased student numbers, loan repayments and the staff pay rise, or any potential impact from the October

Dir. Finance

Budget, therefore a more accurate representation would be developed for the next meeting.

Members were advised of a cultural shift within the organisation, with a firm focus on growth through quality, avoiding efficiency through cuts, proactively seeking to build on quality improvements and access new funding streams in areas of strength. Examples of recent success with grant funding was provided. Members reflected on previous discussions within the Committee and strategic events, endorsing the approach to take measured risks to avoid cutting costs that may impact student experience, congratulating the team on the successes using measured risks in line with the risk profile.

In concluding, members asked if there was cause for concern following the reduction in cash days, with the Committee assured there had been an inflation due to the T Level grant funding, and the profiling of DfE funding. The Committee noted increased recruitment, and a lagged funding model would result in increased income in future years and see cash days increase.

Item 12.1 - Resolved: The Committee resolved to approve the Management Accounts for June and July.

R.25.13 Item 12.2: Staff Pay Award

REDACTED

Item 12.2 - Resolved: The Committee resolved to note the information, seeking further information ahead of any recommendation.

R.25.14 Item 12.3: Procurement Act Update

The Vice Principal Business Services informed the committee this was expected to have a significant impact on time and resources of publicly funded organisations, as such, the implementation had now been deferred therefore there was now more time to review and implement the requirements.

The administrative burden and impact on the college, as well as how this would local businesses was discussed. A member suggested there may be the opportunity for the College to offer procurement training to local businesses to support them in navigating the systems and growing their business.

Members asked about the implications for non-compliance and the likely impact on timescales for procurement activity. Committee Members highlighted how this initiative had been rolled out under the previous government, and as the systems to ensure its success needed significant simplification ahead of rollout, there may be a further delay or revisions and delays.

In concluding, the Committee commended the proactive approach being taken by the college to ensure they would be prepared for the impending updates to the Act, which included reviewing contracts in a timely manner to ensure that any required close to the implementation of the Act, could be done before to ensure the portal was fully operational and well understood ahead of the College needing to utilise it.

Item 12.3 - Resolved: The Committee resolved to accept the update.

R.25.15 Item 12.4: Curriculum Efficiency Review Update

The Vice Principal Business Services summarised the report, confirming this was the first area within the follow up reports from the FEC review that had not improved. Following a detailed breakdown of the data and its impact, members noted improved enrolment had mitigated the financial impact of declining progression. A member suggested that percentages did not provide proportionality and impact, suggesting the report would have benefitted by supplementing this data with student numbers.

Members considered the information and overall CEFS reporting at length. It was agreed the reporting in this format would now cease as the report and data it was based on was now considered outdated.

Members were assured that the relevant strands would be reported on through the existing reporting streams. When considering how this line would be reviewed, agreed the progression information, beyond the financial impact, was more closely aligned to the Standards Committee. It was suggested that the data in isolation didn't provide a full picture, needing to be considered in context, with destinations data key to understanding where positive progression through a more suitable route elsewhere was the right outcome for a student. It was therefore agreed progression data would be analysed by Standards within the context of the destinations report.

**VP C&S/
Standards**

Members agreed that staff utilisation, with year-on-year comparisons and any relevant benchmarking, should be embedded into the reporting calendar for the Resources Committee, and asked that day 42 attrition rates are included within enrolment reports, with any subsequent retention data reviewed by Standards as a quality matter.

**VP B.S/ Res
com**

**V VP C&S/
Res Com**

Members agreed these reports and data lines no longer needed to have reference to the CEFS report and data, with assurances provided that the College could ask for a follow up from the FEC team at any point if they felt it would be beneficial.

Item 12.4 - resolved: The Committee resolved to accept the update, agreeing to cease reporting against the CEFs report, subject to assurances being provided through alternative reporting streams.

R.25.16 Item 13: Accommodation and Estates

13.1: Accommodation Update Including Progress Update On Drafting The New Long Term Strategy

The Vice Principal Business Services summarised the report, detailing room moves and highlighting progress to date with the development of a new strategy, which included commissioning full site drawings for both campuses.

The Committee was advised that the College solicitors had reviewed the rental agreements for the College's lease agreements.

REDACTED

Members considered the priorities for the long-term estates' strategy, noting the budget would not facilitate the maintenance costs required in the medium to long term. Members highlighted the risk as significant, with the financial shortfall preventing them from maintaining the estate in a safe working order in the long term, asking how this could be escalated to ensure that the central funders were aware that the College has foreseen the issue and tried to ensure it was mitigated. The Principal confirmed this could be included in the strategic conversations with the FEC and DfE as part of the strategic planning and risk based discussions, agreeing it was right to highlight the issue. Members were

advised central funding was limited, recently having been used to rectify the RAAC issues, and focusing on College's with the most significant and immediate risks, with members acknowledging this, but insisting it needed to be raised to ensure they had done everything in their power to prevent the SEG campuses becoming an immediate risk.

Members were assured that the team continued to look at potential opportunities, to improve or invest in the estate, with it suggested that the estates strategy, risks and opportunities could form part of a future strategy event.

Item 13.1 - resolved: The Committee resolved to accept the update.

R.25.17 Item 13.2: Capital Grant Projects Update

Ahead of the meeting, members were given a tour of the areas renovated with the T Level grant funding.

The Vice Principal Business Services summarised the progress made against the three projects, with attention drawn to the reports and associated annexes.

Members discussed the concerns seen and raised during the tour in relation to the quality and completion time frame of the T Level project work. In considering the potential to retain funds where deadlines have not been met, members concluded it was unlikely to be viable to pursue this, when considering the associated legal costs and surcharges where issues out of the control of the contractors caused delays.

Item 13.2 - resolved: The Committee resolved to accept the update, agreeing to recommend the Corporation receive this as essential information.

R.25.18 Item 13.3: Annual Report

Members were advised that a report summarising the estates work completed during 23/24 and priorities for 24/25 as reported to the Committee, would be drafted from the reports previously circulated to the Committee and presented directly to the Corporation during the December meeting.

Item 12.3 - noted: The Committee noted the verbal update, agreeing to provide assurances relating to estates matters to the Corporation.

R.25.19 Item 13.4: Room Utilisation Report

The Vice Principal Business Services summarised the information, highlighting the positive impact of the updates to the estates on room utilisation.

The Committee was advised that the format had been updated to ensure a more accurate reflection of used spaces, with some areas omitted from reporting to provide more useful data. Members were assured that this data was added back in for any external purposes, including bids for funding.

Item 13.4 - resolved: The Committee resolved to accept the update.

R.25.20 Item – 14.1 IT strategy

A summary of progress was given, with the Committee noting progress in migrating PC's to Office 365.

Members acknowledged the impact of increased enrolment on IT services, including resources and staffing, with current processes being risk and demand led.

Risks, including cyber security were discussed, with the benefits of outsourcing services, leasing equipment or reducing the IT estate considered. Members were assured by plans to develop a more proactive approach to the IT strategy, incorporating a needs-based approach to the student/PC ratios, to be supported by staff consultations.

Item 14 - resolved: The Committee resolved to note the update.

R.25.21 Item 15: Sustainability Reporting

The Committee was reminded of the commitment to review and rewrite the strategy with members asked to consider their availability to attend a working party relating to the rewrite of this plan which would also include staff and students.

Members noted the intention to reduce the environmental impact of the College, whilst reducing costs and becoming eligible for grant funding to support with the necessary estates' updates.

Members were asked to consider endorsing an application for Public Sector Decarbonisation funding. In reviewing the potential benefits and risks, members clarified that the only financial commitment at this stage was the costs associated with the evidence and reports required for the application, which were expected to be in the region of £6500. Members considered the potential contribution rates and options for raising the capital should the application be successful, confirming that, the College could withdraw at any stage. The Committee was assured a full cost benefit analysis of any college contribution would be presented should the college be successful, with the college able to withdraw their application should they be successful, but not feel it was viable.

Item 15 - approved: The Committee resolved to approve pursuing the application, endorsing the associated application costs of £6,500, subject to a full report including a cost benefit analysis for any subsequent financial contributions.

R.25.21 Item 16: Annual Assessment of Committee Performance

The Dir. Governance and Compliance highlighted the progress made by the Committee, with improved governance through streamlined reporting, which had been driven by members.

The Dir. Governance and compliance informed the committee that the policy register was being rewritten and reviewed against statutory guidance and best practice, which should ensure any non-compliance would be addressed this year. Members noted this may also result in reducing workload in some areas, with policies having been presented too frequently or unnecessarily.

Members noted the concerns raised relating to membership, with applications for membership having been reviewed by Governance.

Item 16 - approved: The Committee resolved to approve the Committee improvement plan.

R.25.22 Item 17: Meeting Reflections

Item 17.1: Review of Risks and Items to be Reported to the Corporation

The Chair asked the Committee to reflect on the risks related to Resources Committee Terms of Reference and propose any suggested score or wording changes as a result of their discussions. Members reflected on the extensive discussions, challenges and reassurances, concluding that these did not result in any need to amend the risks, however, asked for the amended format to be endorsed and trialled in line with earlier discussions.

Item 17.2: Items to be Reported to The Corporation

Members agreed the attention of the Board need to be drawn to the following:

- Annual HR report as essential information (December)
- Capital Grant Updates (as essential information) (December)
- Annual estates report (as essential information) (December)
- Follow up request regarding involvement in the Sustainability working group (December)

Item 17 - resolved: *The Committee resolved to note the risks remain unchanged. Members agreed the above needed presenting to the Corporation, noting this would be in December due to the need to focus on Strategy in December.*

R.25.23 Item 18: Date Of Next Meeting (and Closing Comments)

Members were thanked for their time, with the date of the next meeting to be 20th November 2024.

Item 18 - Noted

The meeting closed at 8pm