



**Minutes of the Meeting of the Corporation, held on Monday 28 October 2019, 4.30pm
in the Boardroom**

- Present:** Mark Farrar (Chair)
Mark Bass (Vice Chair)
Yvonne Kelly (Principal/CEO)
Forhad Altafi (Staff Governor)
Andrew Brown
Evelyn Carpenter
Lisa Dee
Carole Ditty
Stuart Fraser
Sarkis Mazmanian
Bal Panesar
Doug Trengove (Staff Governor)
- In attendance:** Wijay Pitumpe (Chief Finance & Enterprise Officer)
Janet Curtis-Broni (Executive Director – People & Organisational Development)
- Victoria Eastwood (Clerk to the Corporation)
Matthew Fawcett (Interim VP Curriculum & Quality) – Agenda Items 14-16

1. **Welcome and apologies for absence**
The Chair welcomed all those present to the meeting. There were no apologies for absence. Carole Ditty was welcomed to her first meeting of the Corporation. Evelyn Carpenter advised that she would need to leave the meeting at 6pm to attend another meeting.
2. **Declarations of Interest**
Governors were reminded of their responsibility to declare an interest in relation to specific items on the Agenda if appropriate. The Chair and Vice-Chair declared an interest in Agenda Item 6, the Vice-Chair, Evelyn Carpenter, Forhad Altafi and Andrew Brown declared an interest in Agenda Item 12 and the Principal/CEO, Chief Finance and Enterprise Officer and the Clerk declared an interest in Agenda Item 11.
3. **Minutes of the Previous Meeting – Monday 1 July 2019 and Minutes from the Special Meeting – Wednesday 11 September 2019**
The Minutes of the previous Meeting held on Monday 1 July 2019 and the Minutes of the Special Meeting held on Wednesday 11 September 2019 were agreed as a true and accurate record.
4. **Matters arising**
An update on outstanding actions from the July Meeting was provided:

Agenda Item	Action	Responsibility	Timescale	Update
C/f	The implementation of a document management system be considered.	CFEO/Clerk	ASAP	Ongoing as part of GDPR

C/f	Online training to be completed by all Governors.	All	ASAP	Ongoing
April Strategic Planning Event	Draft Digital Strategy to be presented at the July Corporation Meeting.	Principal/CEO	July 2019 Deferred October 2019	The Digital Strategy is pending completion of the TLA strategy.
6.	Amended Code of Conduct to be uploaded to BoardPacks for Governor comment and approval.	Clerk	ASAP	Complete
6.	Governors to consider the positions of designated Governor for Safeguarding and Equality and Diversity and membership of the Search Committee and notify the Clerk if interested.	All	ASAP	Ongoing
9.	Mentoring programme for Student Governors to be put in place when appointed.	Clerk	September 2019	Pending official appointment of Student Governors
13.	Analysis of the options, if an OfS decision was unfavourable, to be provided at the next Board Meeting.	Principal/CEO	October 2019	OfS to be discussed at the meeting
14.	Update on position of D Block loan facility be reported to the October Corporation Meeting.	CFEO	October 2019	Included on the Agenda

The Chair referred to the papers received for the meeting and noted the volume of information. He advised that the papers should be reduced wherever possible going

forward.

5. Chair's Actions

The Chair reported that after the July Corporation Meeting had taken place, he had agreed for the College to submit a pre-action letter to the OfS in order to establish their position. The Corporation agreed this decision.

Mark Farrar and Mark Bass declared an interest in agenda item 6.

6. Annual Appointment of the Chair and Vice-Chair

The Clerk reported that the Corporation had been emailed prior to the meeting advising that both the current Chair and Vice Chair had expressed their agreement to continue in their respective roles if approved. All Governors had been asked to confirm the re-appointments or nominate themselves or others for the positions. The Corporation approved the re-appointment of the current Chair and Vice-Chair to their respective roles for a further one year term.

Approved: That Mark Farrar be appointed as Chair of the Corporation for a further one year term and Mark Bass be appointed as Vice-Chair of the Corporation for the same term.

7. OfS Discussion

This Agenda Item was minuted confidentially in accordance with Instrument 17 (2) (d).

Evelyn Carpenter left the meeting after discussion concluded.

It was agreed that Curriculum Matters - Agenda Items 14, 15 and 16 would be taken at this point.

The Interim VP Curriculum & Quality joined the meeting

14. Balance Scorecard 2018/19

The Principal/CEO reported that there had been little change in income lines. The biggest issue was the decline in the uptake of loans. HE recruitment was being saturated in London with a 30% growth in 18 year olds. English and Maths attendance rates were still an area of concern although these had improved on the previous year. The College needed to capture attendance through other timetabled activity.

The Principal/CEO referred to the qualification achievement rates (QAR) advising that rates had improved for both 16-18 and adults and out-turned above target. There had been a slight improvement for 16-18 year olds for aspirational targets but there had been low performance in particular curriculum areas and marginal improvements in English and Maths resulting in the College not achieving the target set. Adult QAR results continued to improve and targets were achieved.

The Corporation were informed that achievement for Apprenticeships was an area of concern and both withdrawal and non-completion rates were higher than predicted. The biggest problem area was electrical but functional skills had impacted. This had not been expected and the reporting had not aligned with the outturn.

In response to a query from the Chair, the Principal/CEO clarified that the expectation of what should have been achieved had not translated into what was being reported. An investigation was ongoing at present. All students had planned end dates between now and the end of November 2019 and early December 2019 but this would impact in timely completions.

Stuart Fraser asked when the College started to measure progression. The Principal/CEO replied that progression was always measured and featured on the balance scorecard. The College now had to report progression and destinations to the ESFA. The OfS had very specific measurements in terms of progression relating to SOC codes.

The Interim Vice Principal Curriculum & Quality (IVPCQ) stated that the DWP and HMRC also captured performance data. The Principal/CEO responded that this was a key part of the self-assessment process.

The Chair asked whether all apprentices were willing to pursue to the end point assessment stage at the end. The Principal/CEO responded that the apprentices were just starting but there was a concern that they would stop before the end point assessment as some of the employers did not agree with the validity of end point assessments.

In response to a query from the Chair, the Executive Director People & Organisational Development (EDPO) confirmed that the gender pay differential was 10%. She advised that there had been an increase in employment of Progress Coaches and Learning Support Officers who were mainly female and part time. One senior female member of staff from the Senior Leadership Team and two female Curriculum Managers had also left the College.

The Chair requested that the gender pay gap data be circulated to the Board via the Knowledge section of the Boardpacks portal. The EDPO noted that for 16/17 the pay gap in the sector was 10% but the data was still be gathered for 17-18.

Action: Gender pay gap data to be circulated to the Board via the Knowledge section of the Boardpacks portal

15. SAR: Headline Strengths and Areas for Improvement including Notice to Improve and Risk Areas

The IVPCQ presented the headline qualification achievement rates, reporting a 1% increase for 16-18 and adults. High needs had decreased by 1% but this was still 10% above benchmark. The College's overall achievement rate had improved by 2% which was around the national average.

Bal Panesar questioned what the 1% increase was in absolute. The Principal/CEO replied that this was an increase from 253 to 290.

The IVPCQ reported that there had been a 21% decrease in apprenticeship timely achievement rates and a 1% decrease for apprenticeship overall.

In response to a query from Stuart Fraser, the IVPCQ advised that the majority of apprentices were external apprentices with external employers. There had been issues with the teaching of technical qualifications in the area of electrical.

The Chair asked if there were any ramifications for the future regarding funding. The Principal/CEO replied that the concern was carrying costs to address this in-year. The issue of tracking was down to the apprenticeship team as the reporting had been poor; however, the issue of delivery was down to the curriculum. The SLT would be monitoring

achievement against the end dates and it was hoped that an update on achievers would be available at the next Corporation meeting.

The Chair stated that timely achievement needed to be included on the balance scorecard. The Principal/CEO confirmed this, adding that the main issue was that the students achieved as quickly as possible.

The IVCQ reported that the College judged its Overall Effectiveness as Good for 2017/18. However, there had been inconsistencies in improvements in some areas for 2018/19, mainly due to ineffective management and a lack of targeted intervention in key areas of operation. Changes made in year had helped address some issues but in several areas limited progress or improvements had been made. The Corporation were informed that the SAR process was underway based on the Common Inspection Framework (CIF). Overall Effectiveness for 2018-19 was judged to remain as Good with clearly identified areas for improvement.

The IVPCQ highlighted the headline strengths and areas for improvement from the SAR:

Headline strengths

- The College has an ambitious vision delivered through innovative approaches, the effective use of technology and a culture of improvement designed to raise aspirations and student outcomes
- Headline QAR have shown a 3 year improvement and are now at national average
- A comprehensive curriculum offer aligned to local and regional needs is in place to support progression to further study, apprenticeships and employment
- Extensive partnerships with key stakeholders has led to the development and implementation of various initiatives which include The Mayors Construction Academy and Institute of Technology
- Strong financial health has led to investment in world class industry standard learning environments

Headline areas for improvement

- Address underperformance in a minority of areas
- Improve Overall and Timely Apprenticeship Achievement Rates
- Improve attendance rates for 16-18 cohort
- Improve Value Added scores for Technical Certificate, Technical Level and Applied General programmes

The Principal/CEO advised that HE was included as a separate document in the HE Self Evaluation Document (SED).

The Chair stated that the College needed to remember the good work that had been undertaken and was ongoing but needed to work on the hotspots.

The IVPCQ advised of the Notice to Improve (N2I) areas for 2018/19:

- Digital Media
- Trowel Trades
- Carpentry
- Motor Vehicle
- Engineering

And the N2I areas in year:

- Creative
- Construction & Design Management

The IVPCQ informed the Corporation that an external project was included within the data for Carpentry which was pulling the results down, without the project, in house achievement was 61.3% but this was still below target. There were smaller numbers in construction which had a bigger impact on achievement rates. Key areas of concern were Carpentry, Engineering L3, Trowel and Motor Vehicle which had dropped by 10% but some of these students had moved into employment. Intervention measures had had a strong impact in Creative.

The Chair questioned whether the data would stand up if Ofsted visited the College. The Principal/CEO replied that the issue was where did the students go to and this was something the College was following through. Some of the students concerned should have been withdrawn and there were still issues that some students should not have been on the course in the first place. Two senior managers (one had oversight for this area and one had oversight for the College) had now left the College.

Stuart Fraser stated that for a College known for its construction, the position was disappointing. The Principal/CEO replied that closer scrutiny was required and the starting point was at recruitment. If students were on the right course they would achieve.

The IVPCQ highlighted the key areas of improvement:

- Motor Vehicle Entry Level achievement increased by 3%
- Digital L2 achievement increased by 36%
- Creative L3 achievement increased by 12%
- Engineering L2 achievement increased by 10%
- Trowel L2 achievement increased by 17%

And the recommended N2I areas for 2019/20:

- Construction & Design Management
- Carpentry
- Motor Vehicle
- Plumbing

- Trowel Trades
- Engineering
- Performing Arts
- Apprenticeships (with a focus on specific curriculum areas)

The IVPCQ stated that plumbing had dropped to an achievement rate of 7%. The top six areas under N2I had been managed by the same person who had now left the College.

The Principal/CEO advised that great work was now taking place but there was a lot of work to do on staffing. Meetings would now be held with the teams to be formally notified that they were in an N2I area. Aspects of leadership and management in those areas would also be performance managed.

Forhad Altafi questioned how many of these areas had issues with sickness or absence. The Principal/CEO responded that Carpentry and Plumbing had incurred issues with prolonged staff absences and there had been gaps in staffing within Trowel Trades.

Agreed: That the current position be noted.

16. **English and Maths Update**

The IVPCQ reported that the results had improved and the overall achievement rate for English and Maths had increased by 5%. 16-18 Maths and English headline rates had increased by 3% from 73% to 76% and 19+ headline rates by 7% from 80% to 87%.

Sarkis Mazmanian questioned what changes had been made to see an improvement in results. The IVPCQ advised that there had been a huge push to get all students through and this included alignment of staffing to curriculum, targeted intervention around entry level and level two and a lot of out of the classroom activities.

From the previous year's results, there had been an increase in High Grades (Grade 4+) of 4% for 16-18 GCSE English results and also an increase of 6% for 19+ GCSE Maths High Grade results. However, there had been a decline of 3% for 16-18 GCSE English High Grade results and also a decline of 7% for 19+ GCSE English High Grade results on the previous year's outturn. This would be a key focus for this year.

Stuart Fraser asked whether the College would see the benefits of Century Tech this year. The IVPCQ replied that this would be evident but there were still risks re functional skills. The College had made the decision not to deliver Level 2 Functional Skills for 16-18 students next year.

The IVPCQ reported that the College had re-written the BDC approach to English and Maths for 2019/20 including changes to the re-sit policy. 2510 (16-18) Students were registered for Maths and English for 2019/20. The process for entry criteria had been tightened and qualifications on entry were underpinned by diagnostic assessment. 1854 students had completed diagnostics at the time of the report and this had increased. Currently 95% of registers and class lists were accurate

In response to a query from the Chair, the IVPCQ advised that the College was undertaking a deep dive into attendance. There was a need to engage with the students to be able to change their behaviour and a requirement to flex with delivery model and bespoke it to

different areas.

Stuart Fraser questioned what the students' response had been to the new diagnostics, Century Tech. The IVPCQ replied that the College had undertaken a pop up survey and feedback had been quite positive. There had been some issues re IT resources but students had been seen working independently on the diagnostics.

Forhad Altafi asked whether Century Tech had the ability see how many times the student had logged on. The IVPCQ replied that it did and the engagement of learning outside of the classroom needed to be captured.

The IVPCQ referred to the next steps highlighted in the report and advised that these would be the focus for the next two weeks.

The Chair thanked the IVPCQ for his reports noting they had been very useful.

Agreed: That the current position be noted.

The Interim Vice Principal – Curriculum & Quality left the meeting.

The Agenda continued in sequence from this point.

8. Review of Confidential Minutes 2018/19

The Corporation considered the Confidential Minutes taken during the period October 2018 – July 2019 and also the additional Minutes from 2016 – 2019 that had previously remained confidential.

The Corporation agreed that the confidential minutes from 2018/19 and the previous minute from March 2019 would remain confidential as they concerned an ongoing matter and were therefore still commercially sensitive. The four sets of Minutes for 2016/17 would also remain confidential as the environment within the sector could easily change which resulted in these minutes also being commercially sensitive.

The Corporation further agreed that the two sets of Minutes pertaining to the capital development loan facility would remain confidential until a firm decision had been made on the use of that facility. The Minutes would then come back for review once the decision was made.

Approved: That the confidential Minutes from 2018/19 and the previous sets of Minutes remain confidential. The Minutes pertaining to the capital development loan facility to be reviewed once a decision had been finalised.

9. Corporation Schedule of Business 2019/20

The Clerk explained that it was good practice and a matter of procedure for the Corporation Schedule of Business to be presented annually; however, this was a working document and subject to change to reflect internal and external priorities. The Corporation were assured that all standing agenda items and legal requirements had been included.

Approved: The Corporation approved the Schedule of Business for 2019/20.

10. Review of Corporation Terms of Reference 2019/20

The Clerk reported that prior to the meeting there had been an amendment to the Terms of Reference to clarify point 8.3.2 on the advice of the Vice-Chair: *'The Governing Body will normally meet four times per year for Corporation Meetings and a further twice per year for Strategy Planning Events.'* This was agreed.

The Corporation were advised that point 4 – Ofsted Education Inspection Framework (EIF)

2019: Role of the Governing Body – had been included for reference and monitoring. In response to a request from the Chair, it was agreed that a paragraph providing clarification on the EIF would be included.

Andrew Brown stated that many institutions were renaming the title of the Clerk as there were many different options to describe it and the Clerk's role had evolved. The Chair advised that this had been highlighted at the Remuneration Committee and he would take this point forward. Bal Panesar added that the Clerk title was used within Academies.

Action: A paragraph providing clarification on the EIF to be included for point 4.
Approved: The Corporation Statement of Governance/Terms of Reference were approved for future use, subject to the addition of clarification on point 4.

The Principal/CEO, Staff Governors and Members of Staff Members (other than the Clerk) withdrew from the meeting. It was noted that the Clerk would withdraw if discussions were required regarding the Clerk's position.

11. Remuneration Committee Report to the Corporation from the Meeting held on 07.10.19

The Vice Chair of the Corporation reported that he had been re-elected as Chair of the Remuneration Committee and Andrew Brown had been elected as Vice- Chair. Committee self-assessment has been positive and the change to the timing of the meeting had ensured appropriate time for the Committee to report their findings. The Corporation were informed that the Committee had approved the Terms of Reference and Procedure for Determining Senior Post Holder Remuneration.

Approved: The Corporation ratified the Committee's approval of the Terms of Reference.

The remainder of this Agenda Item was Minuted Confidentially under Instrument 17 (2) (a) and (c).

The Principal/CEO, Staff Governors and Members of Staff Members returned to the meeting after the discussion had finished.

12. Search Committee Report to the Corporation from the Meeting held on 07.10.19

The Vice-Chair, Forhad Altafi and Andrew Brown declared an interest in this Agenda Item.

The Chair referred to the recommendations of the Search Committee and provided the context and background to these recommendations. He asked Governors for their comments and feedback. The Corporation were unanimous in their approval of all recommendations.

The Corporation were informed that the Search Committee had considered all CV's received referring to the Corporation skills matrix and had agreed that the Principal/CEO, Committee Vice-Chair and Clerk would meet the candidates in person. The meetings were in the process of being arranged.

The Clerk provided an update on the current position regarding the student union and reported that a strong student union was now in place. She had recently met with two potential candidates for the Student Governor positions but unfortunately one candidate had withdrawn his interest due to the timings of the meetings. It was hoped that a replacement would be sought and the remaining candidate would be approved by the Student Body. An

update would be provided as soon as possible.

Approved: The Corporation ratified the Committee's approval of their Terms of Reference and approved:

- **The extension of the term of office for Mark Bass to 2021**
- **The re-appointment of Evelyn Carpenter for a further four year term of office**
- **The appointment of Andrew Brown as Chair/Director of the Subsidiaries (other than Broadway)**
- **The appointment of Forhad Altafi to the Search Committee**

13. Policy & Resources Committee Report to the Corporation from the Meeting held on 14.10.19

The Vice-Chair of the Committee reported that the items rated as amber were fluid and several of the items discussed featured on the Corporation Agenda. In addition to these items, the Committee had discussed sensitivities around Brexit, updates on FE issues and had detailed discussions on outsourcing of college catering and the OfS.

The Vice-Chair of the Committee advised that, as the Designated Health and Safety Governor, he had met with the Health & Safety Manager prior to the meeting. The Committee had discussed wellbeing and issues around mental health and it had been agreed that these would feature on the agenda for the next strategic planning event.

The Chair asked when the Infrastructure Plan would be available. The Chief Finance & Enterprise Officer (CFEO) advised that this would be brought to the December Corporation Meeting.

Carole Ditty noted that some of the points discussed at the Policy & Resources meeting regarding the management accounts had been reflected in the management accounts included in the agenda. The Chair advised that the management accounts would continue to be issued monthly and encouraged Governors to comment if and when relevant.

Action: Infrastructure Plan to be presented at the December Corporation Meeting.

Approved: The Corporation ratified the Committee's approval of the Terms of Reference and cycle of business.

Agenda Items 14-16 were taken at the beginning of the agenda.

17. Subcontracting Overview Report including Supply Chain Fee Policy

The Principal/CEO reported that the College currently charged their subcontractors 20% of the funding. The ESFA has now established a new rule requiring costs to be listed. All subcontracting contracts, for both adult education budget and apprenticeship funding, include for the first time a "list of individually itemised, specific costs for managing the subcontractor". In addition to listing the services, the contract must include "how each cost contributes to delivering high-quality training" and "how each specific cost is reasonable and proportionate to delivery of the subcontracted teaching or learning".

The College must now publicise the value of all management services on its website before contracting with any provider. This was outlined in the supply chain fees and charging policy and applies to the following funding streams (the College has also adopted the same approach for GLA AEB):

- ESFA 16-24
- ESFA AEB

In addition, the ESFA have revised the funding rules and increased controls required for the ESFA 16-24 including High Needs requiring greater attention to safeguarding.

The Corporation were informed that the College is now required to formally sign that it has have read and understood the new rules and changes, acknowledging the consequences for failure to adequately control and manage our subcontracted provision and the potential changes to subcontracting arrangements in future. This must be submitted by 1 November 2019.

The Chair referred to the Supply Chain Fee Policy and asked if the Corporation were in agreement to approve this. The Clerk added that, after consultation with the Vice-Chair, clarification had been included regarding the management charge (how charges were derived in appendix 1 and how risk criteria was applied in appendix 2). The Corporation unanimously approved the Supply Chain Fee Policy.

Approved: That the current position be noted and agreed that the Supply Chain Fee Policy be approved.

18. Capital Development Update

The CFEO reported that the 15 year property strategy which had been agreed in 2010/11 was now fully implemented. The completion of the D Block project (IOT building) had resulted in the entire property strategy being implemented in eight years. This was a great achievement for team BDC.

The Contractors handed over the IOT building on 7th October and students and staff moved in today (28 October 2019). There were small snagging issues including a temperature control issue, which was in the process of being resolved.

The CFEO advised that the transformer had been upgraded due to the higher electrical load required for high end specialist equipment needed to deliver IOT courses. This was being funded by the IOT capital grant.

The Corporation were informed that the contractor final accounts were currently being agreed but the College would be within budget.

The CFEO reported that the GLA claims had been submitted on time. There was one more claim to be submitted of £1.3m to the GLA on 29 October 2019. The College was quietly confident it would not need to use the £3m loan facility agreed with Barclays bank. However, it was noted that the ESFA funding profile dipped between January and March and the position would need to be re-assessed after that point.

As the College had just completed a major capital programme, the CFEO advised that the College needed to slow down capital spending to re-build up its cash reserves. A discussion had taken place with Barclays to consider reducing the loan facility in order to reduce the utilisation fee.

The Chair stated that the College must remain in the defensive mind-set for a while. The CFEO advised that the Policy & Resources Committee would monitor capital spend.

Stuart Fraser stated that he had been on a tour around the new facilities and the quality was very good with great design and space.

The Chair congratulated the CFEO on completion of the project both on time and within budget.

Agreed: That the current position be noted.

19. Management Accounts to end September 2019

The Chair reported that it was early days in the new financial year and the October accounts would be more comprehensive. The CFEO advised that the final accounts would be available at the next meeting. The College was still financially outstanding and making a surplus for 18/19 financial year.

In response to a query from Sarkis Mazmanian, the CFEO confirmed that HE provision had been taken into account and the IoT would be included as final detail work was taking place.

The Chair noted that he was keen to see income aligned by curriculum area.

Stuart Fraser questioned where the new subsidiary, STAR, would sit. The CFEO replied that this would be a Subsidiary Company, paid through the College's agency budget. The accounts for the STAR subsidiary would be identified in the overall accounts.

The Chair thanked the CFEO for the report.

Agreed: That the current position be noted.

20. Risk Management Strategy

The CFEO advised that the Risk Management Strategy was presented for information and had not changed since the previous Corporation Meeting. This would be reviewed at the December Audit Committee.

Agreed: That the current position be noted.

21. AoB

The Principal/CEO reported that a deep dive (including governance arrangements) into the IoT would be presented at the Corporation Strategic Planning Day. The College was working through the final stages of the IoT process to finalise the commercial agreements between all the partners.

The CFEO added that the College and Coventry University were the main partners. The College as the leading institute would sign a licence agreement and capital funding agreement then issue sub-licences to the four partners. The College and Coventry University would then receive the capital grant of 4.4m. If the capital funds were not used for the purposes intended, the funds would have to be repaid, however, the College would not be liable for Coventry's costs. Coventry University would have to sign a separate guarantee agreement with the DFE.

The Principal/CEO informed the Corporation that the Executive Director – People & Organisational Development (EDPO), Janet Curtis-Broni, would be leaving the College at Christmas to take up a post at London South East College Group. The Chair thanked the EDPO and wished her luck but noted that the Corporation would be able to see her again before she left.

**Date and time of next meeting – Monday 9 December 2019, 6pm.
Strategy day on the 25th November – 11.00am**

The Chair thanked all those in attendance for their contributions and the meeting closed at 7.40pm.

Agenda Item	Action	Responsibility	Timescale	Update
C/f	The implementation of a document management system be considered.	CFEO/Clerk	ASAP	Ongoing as part of GDPR
C/f	Online training to be completed by all Governors.	All	ASAP	Ongoing
7.	Chair to write to OfS	Principal/CEO	ASAP	OfS Discussion took place at the Strategic Planning Event
10.	A paragraph providing clarification on the EIF to be included for point 4 in the Terms of Reference.	Clerk	ASAP	Complete
13.	Infrastructure Plan to be presented at the December Corporation Meeting.	CFEO	9 December 2019	Included on the Agenda
14.	Gender pay gap data to be circulated to the Board via the Knowledge section of the Boardpacks portal	EDPO	When available	Complete – circulated via email

Signed.....

Date.....

Mark Farrar (Chair)