



PART 1 MINUTES OF THE TRUSTEE BOARD		
Date	16 th February 2024 @11am	
Venue	The YES Trust Head Office	
Present:	Rob Halsall (RH) Lisa Carden Doorey (LCD) (Teams) Sharon Bradshaw (SB) Helen Davis (HD) Wendy Bower-Choyce (WB-C) Belinda Logan (BL)	Chair Trustee Trustee Trustee Trustee Vice Chair
Apologies:	Nic Brindle (NB) Tim Haselwood (TH)	CEO Trustee
Absent:	Helen Philips (HP)	Director of Education
In attendance:	Suzanne Lloyd (SL) Chris Heptinstall (CHe) Ilona Adu-Gyamfi (IAG)	Independent Clerk to Trustees Director of Business Trust Office Manager/Governance Officer

For all sets of minutes and backing papers it is taken that all will have been pre-read and coverage will therefore be limited to: • **accuracy** • **action points** • **challenge**

Governance Handbook 2020: The board of trustees manages the business of the academy trust and should focus strongly on the three core functions of governance:

1. *ensuring clarity of vision, ethos and strategic direction*
2. *holding executive leaders to account for the educational performance of the organisation and its pupils, and the performance management of staff*
3. *overseeing the financial performance of the organisation and making sure its money is well spent.*

<p>DOCUMENTS CIRCULATED/TABLED FOR MEETING:</p> <p>1 2 3</p>

The meeting commenced at 11am.

AGENDA ITEM 1	WELCOME AND APOLOGIES FOR ABSENCE
	<p>Apologies were accepted from NB, TH and HP. IAG was welcomed to the meeting.</p> <p>It was noted that LCD was joining the meeting via Teams, and the Trustees agreed that LCD could leave after the first part of the meeting therefore the agenda was amended to complete agenda Item 1,2, 3, 4 & 13 first, LCD left the meeting at 11.55am</p> <p>It was confirmed that the meeting was quorate.</p>



AGENDA ITEM 2	DECLARATIONS OF INTEREST
Discussion	RH confirmed that he could now make the Trustees aware of his new role. He had become a chair of an IEB, for St Johns Primary School.
Decision	It was confirmed that there were no links to the Yes Trust and therefore were no conflicts to note.

AGENDA ITEM 3	DECLARATION OF ANY OTHER BUSINESS
Discussion	There were no other declarations of business to note.

AGENDA ITEM 4	OUT OF MEETING APPROVALS/CHAIRS ACTIONS
Discussion	<ul style="list-style-type: none"> • To note the resignation of Emmanuel Botwe as Trustee at Cornerstone – RH confirmed that there were three Directors at Cornerstone, however with the resignation of EB this took it to two. WB-C had previously confirmed her interest, and RH asked for any other interest for this role to be noted. • RH explained that he had been asked to approve the final payment of £75K for the solar panel installation.
Decision	SB registered her interest on joining the Board of Directors for Cornerstone.

AGENDA ITEM 5	PART ONE MINUTES OF THE LAST MEETING 15th DECEMBER 2023 and REVIEW OF THE ACTION LOG
Discussion	<p>Trustees reviewed the minutes from the meetings dated 15th December 2023 and confirmed that these were a true and accurate record.</p> <p>Trustees confirmed the following actions:</p> <ul style="list-style-type: none"> • For the Year End Management Accounts and Financial Statements to 31st August 2023 to be signed by RH on behalf of the Trustees - Completed • For a process to be drafted to confirm details for Governors/Trustees completing paid for work – Ongoing – On the agenda for 18/04/2024 • For discussions to be had with the Head Teachers around Governors/Trustees completing paid for work- Completed • For the Growth Audit to be discussed at the next Full Trust Board – Completed – On the agenda to discuss today • For the 3 Year Strategic Plan to be emailed to the Trustees for review and comments to be added – Ongoing – On the agenda for 18/04/2024 • For the 3 Year Strategic Plan to be presented by NB/Directors to the Trustees – Ongoing – On the agenda for 18/04/2024 • For the Trustees to be emailed the CEO draft objectives - Completed • For a quote to be requested from CST for Anne Cassey to complete the PM again for 23/24 - Ongoing • For training to be discussed at the next Full Trust Board due to LCD's absence – Completed – On the agenda to discuss today • For the School Resource Management Self-Assessment to be emailed to Trustees for



	<p>comments to be raised prior for submission in March 2024 – Completed – On the agenda to discuss today</p> <ul style="list-style-type: none"> • For TofR to be discussed and approved at each of the next Committee Meetings – Completed – On the agenda to discuss today • The Trust Wellbeing, Reward and Retention plan to be shared with the Trustees via email and on GVO – Completed - It was noted that costs were still being accessed and would be discussed further at the next Full Trust Board Meeting. • Due to LCD's absence the agenda item on Safeguarding & Mental Health to be moved to the next Full Trust Board Meeting – Completed – On the agenda to discuss today • For the Safeguarding Statement to be ratified out of the meeting– Completed • For a Trustee job specification to be drafted- Ongoing • At the next Chairs meeting a process for additional Governor training to be confirmed. - Ongoing – A Chairs meeting had been planned for 6/2/2024 which had to be cancelled, a new date was in the process of being confirmed • For the Trustee expense claiming process to be placed on the agenda for the next Full Trust Board meeting – Completed – On the agenda to discuss today • HD to speak to CW regarding different recruitment methods – Completed • For RH to be contacted to discuss any specific Trustee training requirements and for workshops/zoom meetings to be put in place to cover these – Completed • Trust Vision to be reviewed at the Next Full Board meeting – Completed – On the agenda to discuss today • For an SEN audit tool to be drafted and for a trial audit to be completed – Completed
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AGENDA ITEM 6	LEAD TRUSTEE ROLES & BOARD GOVERNANCE
Discussion	<ul style="list-style-type: none"> • To note any Trustee training attended/required & to discuss Trustee training requirements – RH confirmed that there was a budget for training should any Trustees require anything additional. • To discuss the Trustee expense claiming process - IAG explained that there was a form on Docusign. If any Trustees had expenses, they could email IAG for the form. Once completed, it would then be signed off, and once approved, the monies would be paid. The Trustees' expense claiming policy was included within the pack and taken as read. RH stressed that there was a budget included and that this should be used. <p>Q: HD asked how many expense claims were processed each month? A: CHe confirmed there were approximately 20 claims per month. HD confirmed that an app could be used to document and process these. CHe confirmed that there was a link with the new Every system that could be used for employees, however the current Trustee claiming system would need to be used for the time being.</p>



AGENDA ITEM 7	SCHEME OF DELEGATION & TERMS OF REFERENCE		
Discussion	<p>Terms of Reference:</p> <ul style="list-style-type: none"> a) Finance, HR and Premises Committee b) Educational Standards Committee c) Pay Committee Appeals – Exclusions/IRP – Complaints – Staff grievances/disciplinary d) Local Support Board Terms of Reference <p>RH asked for comments with regards to the overall Scheme of Delegation. CHe stated that he had been in discussions surrounding the policies and ascertaining who had ultimate responsibility for these under the schemes of delegation. RH explained that IAG and SL had been working on the policies within the Trust to try and identify policies which the LSB's should be approving, these could then be linked with the overall Terms of Reference. BL stated that the overall Scheme of Delegation were the overriding element to this, and this should be reviewed. BL confirmed that the accountability would always sit with the Trust Board, but that the Headteachers should be carrying out the daily practice. CHe confirmed that he was concerned that Headteachers needed to be involved within the policies in order to action these.</p> <p>It was agreed for all committees to review their TofR and a further discussion take place at the next Full Trust Board Meeting.</p>		
Decision	It was unanimously approved and noted by all Trustees, that Trustees would be allocated to the exclusion, complaints, disciplinary and grievance committees at such time as required.		
	What	Who	When
Action	For the Boards overall scheme of delegation to be reviewed and discussed in full.	RH/SL	The next Full Trust Board Meeting 18 th April 2024
Action	For all committees to review their TofR in preparation for the review of the Scheme of Delegation	All Trustees	Prior to the next Full Trust Board Meeting, 18 th April 2024

AGENDA ITEM 8	TRUST GROWTH		
Discussion:	<p>The Growth Audit was on GVO and taken as read. RH explained that the Board had previously discussed this briefly, however a fuller discussion was needed. The Trustee's noted that the Growth Audit was a disappointment, as all elements had already been noted by the Trustees.</p> <p>A: CHe asked if there had been an action plan within the audit? Q: RH stated that there was, however, all items had been previously outlined by the Trustees and were currently being worked on.</p> <p>BL stated that the fundamental item was the growth of the central team, which was difficult to be put in place till funding was available. RH thought that the audit would have been more thorough, however felt that it had only been completed at surface level. CHe confirmed that the discussions he had had were very in depth. It was agreed that the finance element was very similar to the auditor's report. CHe felt that the Trust was set up to grow, with the correct</p>		



finance system to support growth, and that the executive team was very close to the Trustees which may be a very positive situation compared to other Trusts.

RH confirmed that the strategic plan would be used to develop and scrutinise further.

It was agreed that the Trustees always discussed and challenged decisions around risk, that Trust Growth was always discussed and monitored and that actions were put in place to protect the Trust. It was agreed there was nothing new from the audit to monitor.

Trust Growth – RH confirmed that he had met with NB last week to discuss, due to NB being unable to attend the meeting. RH gave an overview on the current Trust position. It was agreed that Raise was on track to open. The Axis Headteacher will move to be the Headteacher at Raise, and the Deputy at Keystone will move to become the Headteacher at Axis. The Deputy Head at Axis will step up, until September 2024, when this move takes place.

Advertisements for the Keystone Deputy Head Teachers were in place. **Q:** WB-C asked if the Deputy Head would be on a secondment? **A:** CHe confirmed that yes, she didn't want the role longer term, but was happy to do the role in the short term. It was agreed that during this time additional training for these roles would be provided. RH stated that a further discussion needed to take place with regards to rates of pay for Headteachers. CHe confirmed that there were currently bandings in place dependant to the size of the school.

Cornerstone – CHe confirmed that he and NB had met with the Premier Advisory Group (Create Schools) to discuss how the Trust could register as an independent school. It was discussed that this could be opened as a Charity under the Trust. Previous advice had been not to register as a Charity at that time, therefore it was currently registered as a Not For Profit organisation. The current set up however would assist in gaining Charitable status. **Q:** BL asked if the independent school would still exist **A:** CHe confirmed that if it was registered as a Charity then Cornerstone wouldn't exist.

Attendance – RH confirmed that all schools were on a positive growth for this time of year, the only issue with attendance sat with the Fermain.

Ridgewood Academy High School – RH explained that Lancashire County Council have taken the PFI company to court with regards to not completing contracts. Therefore, a court decision was still awaited on the rendering, which had been delayed again, meaning that the potential of Ridgewood Academy High School joining the Trust this academic year, was significantly low.

Lawnswood – RH confirmed that debates were still underway with regards to costs, currently concerns over the RRAC concrete. NB has some further meetings set to discuss this further, however it was looking at only a 50% likelihood of Lawnswood joining the Trust. NB was still visiting, however, RH confirmed that changes put in to place, hadn't been maintained. CHe confirmed that the condition survey stated approx. £2.5 million of works required, he went on to explain that bids were in place for works to be completed. It was agreed that the Trust weren't in a place to spend these additional monies.

Free School Bids – It was confirmed that these were on hold due to concerns over RRAC.



	TCAF funding – CHE confirmed that bids were in place and a response was due by mid-March. If granted this would assist with the central team staffing.		
	What	Who	When
Action	For Head Teacher pay to be discussed and approved	NB	At the next Full Trust Board Meeting 18 th April 2024

AGENDA ITEM 9	INTERNAL AUDIT & RISK REGISTER
Discussion:	<p>RH confirmed that the risk register was owned by the Trustees, and needed to be reviewed by the Trustees, with the risks then being reviewed with the executive team. RH confirmed that previously CHE had prepared the Risk Register however this role, now needed to be taken on by the Trustees.</p> <p>RH asked for comments on the Risk Register:</p> <p>CHE confirmed that he and TH had noted some additional points, prior to the meeting:</p> <p>TH had highlighted that it didn't state what the risk score was, and this needed to be highlighted on the Risk Register to make this clearer. TH had also noted that it would be clearer to state the likelihood of the event occurring.</p> <p>Q: BL asked where the template Risk Register had come from? A: CHE confirmed that it was a standard template from the DFE, that had then been updated to fit with the Trust.</p> <p>CHE confirmed that additional risks had been highlighted to include too much and too quick growth, high workload to the central team, and staff morale.</p> <p>RH confirmed that he also had concerns over Governor inductions and training. RH confirmed that this had been due to be discussed at the Chair of Chairs meeting, however the meeting had been cancelled therefore these discussions hadn't taken place. RH also stated that the Headteacher's weren't involved in the LSBs as much as required. BL stated that when an incident occurred, staff were moved from the central team to assist, and this also happened with the Trustees moving to support the LSB's when concerns were identified.</p> <p>Q: SB asked if the risk score was the rating with all the actions in place, or the position of where the Trust was currently A: It was agreed that this was where the Trust currently was.</p> <p>Q: RH stated that it was noted that the Governor training and induction reports were provided to Chairs on a termly basis, RH stated that this had never been received. A: IAG explained that this was in the process of being completed. That the executive team have created the reports, and they currently reviewed them. IAG agreed that the communication process needed to be increased. IAG explained that she had been working with the Chairs around communication.</p> <p>RH confirmed that he was also concerned around schools failing Ofsted and this would be a worry for him (Further discussions to take place in Part 2)</p> <p>Q: SB asked for clarity on where it stated how to move actions from amber to green? A: It was agreed that this would then be placed on an action plan. Q: SB asked where the plan was for this? A: RH confirmed that the executive leadership team had the plan in place, but</p>



	<p>this needed to be formalised. CHe explained that the Risk Register was an overarching plan, with lots of action plans sitting behind dependant on the risk.</p> <p>RH confirmed that moving forward, the plan would be reviewed and then the Trustees could review and challenge the Executive Leadership Team on any items.</p> <p>It was agreed that the Trustees were accountable, and the Executive Leadership Team were responsible.</p>		
	What	Who	When
Action	For the Risk Register to be updated to confirm more details in relating to the scores/titles.	CHe/TH	ASAP
Action	For a review of all the risks on the Risk Register to take place, to identify current risks and for the removal of non-current risks.	RH	ASAP

AGENDA ITEM 10	LINK TRUSTEES – REPORTS		
Discussion:	<p>It was noted that there were no new visit reports to review.</p> <p>The Trustees confirmed that some visits had taken place and that visit reports would be completed:</p> <ul style="list-style-type: none"> • BL had visited Cornerstone, which was a very positive visit, BL confirmed that the outreach program had commenced, providing outreach work to Shropshire Council. • RH had visited Keystone, the students seemed really happy. RH confirmed that there were still snags to be sorted but they were being dealt with. • RH confirmed that he had also been at Axis, which again was a positive experience. • RH and TH have visited Fermain. 		
	What	Who	When
Action	For all Trustees to visit their schools within the next term and for visit reports to be completed and emailed to IAG	All Trustees	ASAP

AGENDA ITEM 11	ACTIONS FROM COMMITTEES		
Discussion:	<p>To review the following actions from the Committee meetings:</p> <ul style="list-style-type: none"> • Education Standards Committee – 28th November 2023 <ul style="list-style-type: none"> ○ To discuss Careers Education – SB – Ongoing ○ To review the KPI dashboard – Ongoing 		



	<ul style="list-style-type: none"> • Pay Committee – 2nd October 2023 <ul style="list-style-type: none"> ○ To discuss/approve - an internal training programme to be drafted and implemented for all Head Teachers, to ensure a consistent approach to the pay and bonus policy – Completed - BL confirmed that NB had been providing training for this. It was agreed that this would also be discussed at the upcoming Head Teacher training event which was due to be led by CW and that further training was needed to ensure that leadership skills were also taught. It was agreed that an internal training programme would be a great asset to the Trust, this would then become part of a mentor programme for internal training and support.
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AGENDA ITEM 12	LSB's
Discussion:	<p>LCD confirmed that she had been attending the Fermain LSB's, in which Governor training had been raised, which was already under review by LCD. LCD had been looking to make sure that the training on offer was the most relevant to the roles within the LSB's and that it assisted with the competency and the skills required. LCD confirmed that the Trust already bought in to the NGA, which was significantly cheaper to others on the breakdown (details included within the meeting pack and taken as read).</p> <p>LCD confirmed her recommendation for the Safeguarding training, would be to carry on with the NGE, to address the essential elements as well as to cover additional elements should any Governors choose to complete. LCD confirmed that it wasn't statutory for all LSB members to complete safeguarding training, however they needed to understand and have read the KACIE. She confirmed that there was a link on Educare to complete as an annual declaration to have read and understood this. Therefore, LCD's recommendation would be to use both packages to complete this training.</p> <p>LCD had also drafted some link Governor role descriptions, these were in the meeting pack and taken as read, LCD recommended that these were distributed to the LSB's once approved by the Trust Board.</p> <p>LCD asked for any questions to be raised.</p> <p>BL confirmed that the NGA safeguarding training was really well structured for the Governor role. She agreed that using both NGA and Educare together would be a good way forward to ensure that this was covered in full. BL stated that clear guidance would be really beneficial for the LSB's.</p> <p>CHe confirmed that they were currently reviewing Educare as the new Every system linked into a training portal (IHASCO), this would then integrate into the Every system, this was currently under review.</p> <p>It was agreed that the induction pack would highlight the basic training required and Governors could undertake further training if required.</p> <p>Q: WB-C asked if there was a training record that could capture additional training completed within Trustee/LSB's own roles. A: IAG confirmed that this could be captured on GVO.</p> <p>Q: BL asked if the recommendation was for all Governors to complete safeguarding training? A: LCD confirmed that it stated it should be completed, but felt it was good practice.</p>



	<p>LCD asked if WB-C could be linked with Helen at the Fermain LSB with regards to staffing, WB-C confirmed that this was okay.</p> <p>LCD confirmed that she had been asked to link in with new staff inductions and onboarding and asked for a Trust process for this, the staff at Fermain have asked to be involved within creating this. CHe confirmed that they had spent the last few months reviewing the employee induction process, he confirmed that the processors were in place but felt they weren't always consistently followed. Within CW's upcoming training session with the Head Teachers, this to go through training for this, to ensure consistency, to address check-in sessions, and ensure they were completed.</p> <p>Q: HD asked what the onboarding time was for each role? A: CHe confirmed that it depended on the role and the notice period from their previous role. CHe confirmed it was generally 2-4 weeks to ensure that references, DBS, pay details etc. were collated. Then the induction process was completed over a 4-week period, with certain time frames. CHe felt that the bit missing was the line manager checking in after day one. WB-C stated that it needed to be extended for longer than this period. HD confirmed that they used one that spanned over a 3-month period. It was agreed that the check-ins needed to be documented with objectives for the next time period being set. It was agreed that CW needed to give thorough training to the Headteachers to ensure that this was completed effectively and efficiently with a clear structure in place. WB-C stated that if the reviews were documented, then this could be used as part of a review process, details could then be fed back to the Trustees, as well as highlighting if additional support was required.</p> <p>BL felt that some Headteachers found it difficult to find the time to complete inductions, which was vital, for future success. It was agreed that the Trust was really good at the pre-start date administrative sides, it was following the start date which was less consistent. It was agreed that the Headteachers needed this training to support their management and leadership skills, and this would be driven by CW at the training session. It was agreed that the cultural side of the process needed to be consistent as well.</p>		
Decision	There was unanimous approval from the Trustees to complete the LSB training package as per LCD's proposal, to commence from September 2024.		
	What	Who	When
Action	For the LSB induction pack to be updated to reflect the LSB training package, to confirm the training which must be completed and what else was on offer, and to be brought back to the Full Board for approval	RH/LCD/IAG	April Board 2024
Action	For all Trustees to send details of additional training to IAG to be logged on GVO	All Trustees/IAG	ASAP
Action	For the Trustees to review the induction process and provide feedback to CHe. (The induction process is in	WB/HD/SB/All Trustees	ASAP



	the employee handbook)		
Action	For Trustees to confirm that the induction process was being followed via Trustee visits, with new employees as well as documented on the Every system.	All Trustees/NB	Next Full Board Meeting

AGENDA ITEM 13	SAFEGUARDING & MENTAL HEALTH
Discussion:	There was nothing new to note.

AGENDA ITEM 14	FINANCIAL UPDATES
Discussion:	There was nothing new to note.

AGENDA ITEM 15	HEALTH & SAFETY
Discussion:	<p>CHe confirmed that the last H&S report was on GVO and taken as read. CHe noted that all H&S action points had been completed. For this term a H&S audit was being completed and should be available to view at the next Full Board meeting.</p> <p>CHe confirmed that maintenance was up to date, fire alarms were all fully working, fire drills were taking place, and that the kitchens had 5* food hygiene ratings.</p> <p>Q: BL asked about the mental aid first aiders, as in the report it had been noted that there wasn't one at each school? A: CHe confirmed that this was a snapshot at the time, that training had been in place and there was now someone within all schools.</p> <p>There were no concerns to note.</p>

AGENDA ITEM 16	SCHOOL RESOURCE MANAGEMENT SELF-ASSESSMENT
Discussion:	<p>RH explained that this document should be completed by the Trustees, with assistance from CHe. This document was then signed off by the Trustees.</p> <p>RH has noted some updates which have been reported back to CHe, TH has also provided some points of discussion.</p> <p>1) CHe confirmed that yes, TH and CHe also produced a summary of updates each year. 3) CHe said that there was a plan in place, as skills audits were carried out. It was agreed that this should be part of the written strategic plan. 7) It was agreed that the meeting dates included committees as well as Full Trust Board meetings. 21) CHe confirmed that there hadn't been many reports completed, due to the age of the buildings. External companies were used to audit and complete external risk assessments. CHe has been researching the age of a building to commence conditions surveys, as many items have been covered under warranties until now. Business Plan and Insurance – Yes, there was a critical incident plan and insurance in place. Q: WB-C asked if this critical incident plan had been tested A: CHe confirmed that it had been</p>



	<p>reviewed, WB-C suggested that certain areas, that could be, were tested. CHe confirmed that the IT systems had been tested, he was also in discussions with IT companies to complete free due diligence works.</p> <p>33)CHe confirmed that a bench marking report was received, however the data included, was from census drivers which then doesn't always reflect the correct data. He went on to explain that there were no other Trusts that were solely SEN free schools. It was agreed that competitor analysis had been completed for benchmarking salaries. Internal benchmarking also takes place. CHe has completed the Self-Assessment Tool, which had also been looked at as part of the EFSA audit</p> <p>CHe confirmed that the ESFA audit was similar to this document.</p> <p>No further points were raised. It was agreed that the Trust Board was active and challenging, with the audits completed showing relatively small actions to complete. The Trust Board felt that as a Board they were in a good position.</p>		
Decision:	There was unanimous approval, apart from the minor items discussed, to approve the School Resource Management Self Assessment.		
	What	Who	When
Action	For the School Resource Management Self-Assessment to be placed on the agenda to be discussed in preparation to be completed for 2023/24	SL/RH	Autumn Trust Board Meeting 2024

AGENDA ITEM 17	GDPR		
Discussion:	<p>Proposals for a DPO service were included on GVO and taken as read.</p> <p>CHe provided an overview of the services:</p> <ul style="list-style-type: none"> • Bulletproof, was significantly higher, however the service level agreement meant that it included 1 day a month consultancy. • SchoolPro – Have recently completed an audit for the Trust which was really though. There was a set price per school. • Judicium – Have a larger team and also cover other areas such as HR meaning that they have the specialisms within their teams. There is a sliding scale for the more schools within the plan. <p>A discussion took place.</p>		
Decision	There was a unanimous approval for Judicium to be signed at the Trust DPO Service for 2024.		
	What	Who	When
Action	For Judicium to be signed for the new DPO service for 2024	CHe	ASAP




AGENDA ITEM 18	SUCCESSSES & CELEBRATIONS
	<p>It was agreed that there were lots of celebrations to note:</p> <ul style="list-style-type: none"> • Axis have recently won an award • There have been lots of promotions within • The central team has been expanded, which has been a significant assistance to the team. • There have been lots of secondments throughout the Trust, which was assisting with building the team and bringing in new skill sets • A pupil from Fermain attended a careers event and following on from this has been offered a job. • An increase in careers provisions has been taking place within the Trust, for the students. SB has been looking at working with some key recruiters to support the learners when they leave the Trust. SB suggested a careers Governor link, which she was working on.

AGENDA ITEM 19	DATE OF NEXT MEETING/S
Discussion:	<ul style="list-style-type: none"> • 18th April 2024 @ 11am – Axis • 18th July 2024 @ 11am – Axis <p>Additional Meetings TBC:</p> <ul style="list-style-type: none"> • 16th May 2024

The meeting closed at 2.15pm

For the purpose of the minutes – CW – Clair Watson Human Resource Lead

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23-Apr-2024