




Minutes

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Full Governing Body Minutes

Meeting Time and Date	1730 on Wednesday 29 March, 2023	
Meeting Location	Gunnersbury Park	
Members	Roger McClure (Chair) Heather Barrett-Mold OBE (Vice Chair) Paulina Balogun Sheila Cunningham Beryl De Souza Peter Doble Lorna Fitzjohn	Guy Jones-Owen Joanne Laban Alex Lane Ralph Luck OBE Heather Marks Sarah Moreland MBE Stephen Way
Principal	Christine Bianchin	
Staff Governor	Sarah Seery	
Student Governors	Rosie Evans Bradley Hannigan Casandra Fox	
Senior Leadership Team	James Bryan (HR) Paul Smith / Denise Cheng-Carter (Finance)  Denise Lloyd (Academic) David Scott (Estates)	
Minute Taker	Joanne Coffey (Clerk)	
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	Action
1. Welcome and Apologies <p>1.1. The Chair thanked the Governors who had attended the earlier Learning Walks at the Gunnersbury Park campus. They had been a very successful and interesting way to interact with the staff and students. The Staff Governor was thanked for organising the Learning Walks and the teachers had also fed back their enjoyment in meeting the Governors.</p> <p>1.2. Apologies were received for Sheila Cunningham, Paulina Balogun, Joanne Laban, Heather Marks, Christine Bianchin, Rosie Evans and Bradley Hannigan.</p>	
2. Declaration of Interests <p>2.1. Heather Barrett-Mold for Item 6, Search, Governance and Remuneration Committee minutes: Terms of Office.</p>	
3. Minutes (Decision) <p>3.1. Governors noted that the national attendance rate had no methodology for benchmarked averages. The College was on par with Ofsted's requirement of 85%, the College also splits its 16-18 and adult attendance rates.</p>	

<p>3.2. The authorised and non-authorised absence can also have a differential of 15%. Governors, Stephen Way and Sheila Cunningham, who had attended the recent Student Absence Working Group meetings, clarified that this split was due to the safeguarding actions required for non-authorised absences.</p> <p>3.3. A new structure of Reception and Central Support will now facilitate immediate absence phone calls to students and parents, as appropriate.</p> <p>3.4. Governors requested a report on the Attendance Group for the next Full Governing Body meeting.</p> <p>Resolved to</p> <p>3.5. Approve the minutes of the Full Governing Body meeting held on 14 December 2022 as a correct record and authorise the Chair to confirm them.</p>	<p>Vice Principal (July 2023)</p>
<p>4. Matters Arising (Information)</p> <p>4.1. The College Improvement Plan will now include a Balanced / Data Dashboard to provide a snapshot of the current College status for both management and Governors. It was agreed that a first draft will be available in September 2023.</p>	<p>Deputy Principal (Sept 2023)</p>
<p>5. Report of the Principal (Decision)</p> <p><u>Investment in the College Improvement Plan</u></p> <p>5.1. The Board approved the additional expenditure of £343,940 additional costs in 2022-23 (including £100k of possible restructuring costs) to support priority areas, requiring the College to access reserves in order to drive the necessary improvements but retain its financial health rating of 'Good'.</p> <p>5.2. The College Improvement Plan had also identified a further £224,500 additional investment required to drive improvements but delayed until 2023-25. It should be noted that the majority (£197,000) of this investment related to people.</p> <p><u>Apprenticeship tracking</u></p> <p>5.3. The tracking of apprenticeship provision had now been improved to ensure compliance. The focus was now on achieving, and tracking, operational delivery in a timely fashion.</p> <p><u>Safeguarding</u></p> <p>5.4. Strengthened safeguarding processes were now in place, including 14 to 16 processes, campus risk assessments updated to reflect best practice, and close working between SLT and Safeguarding Link Governors.</p> <p><u>Quality of Teaching, Learning and Assessment</u></p> <p>5.5. A new two tier observation process was now in place which provided a more holistic approach, compared to single observations.</p> <p>5.6. New processes had been embedded to further support Governors in the triangulation of information presented to Committees, including close working between SLT and Committee Chairs, Link Governors,</p>	

<p>Governor learning walks and Governor attendance at SAR validation panels.</p> <p>5.7. In February 2023, the College appointed two new fixed term Quality Practitioners (QP's) to support improvements in the quality of teaching learning and assessment, share good practice, monitor student progress through sample 'deep dives' and engage with quality assurance activities.</p> <p>5.8. Positive impact had already been observed in only one month, hence, the model will be rolled out to other areas of the College.</p> <p><u>People</u></p> <p>5.9. Progress has been made towards addressing the College culture and staff engagement but staff retention and recruitment remained a strong challenge for the College.</p> <p>5.10. A new Head of Human Resources and People had recently been appointed to support the Executive Director of HR and Central Services, to provide more time for strategic management.</p> <p><u>Crystal Palace</u></p> <p>5.11. The condition of the resources at the Crystal Palace campus was continuing to deteriorate, with the landlord reluctant to address many of the issues and leading to poor working conditions and an increasingly inappropriate learning environment.</p> <p>5.12. Student outcomes for 2021-22 were poor at Crystal Palace at 69% (18% below the national average and 6% below College average). This year had also seen increasing staff issues at the campus, further impacting on the student experience.</p> <p>5.13. Student retention remained good at 96.4% but attendance was low, at 76%, with authorised absences (medical, emergency, religious and careers related etc.) at 69%. Achievement was likely to be approximately 78%.</p> <p>5.14. As 71 students were deemed at risk of failing, it was imperative to retain momentum. It was also explained that Crystal Palace had a higher proportion of High Needs students.</p> <p>5.15. Foundation studies were now being moved to the Nottingham campus for all future delivery.</p> <p>5.16. Staff are rag-rated to identify who is at higher risk of needing support. This includes all new staff. These staff also included new teachers, who naturally required more support. They were all being mentored and the Quality Practitioners were targeting some of these staff as part of their role.</p> <p><u>Progress of the College Improvement Plan</u></p> <p>5.17. Governors praised that there were lots of green rag-rated items on the College Improvement Plan, which reflected that good progress had been made, particularly in Teaching and Learning.</p> <p>5.18. Student recruitment, curriculum planning and budgeting was also continuing to demonstrate improvements.</p>	
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<p>5.19. More work was still needed to progress estates and technology, with the latter being facilitated by a new IT strategy.</p> <p><u>Finance</u></p> <p>5.20. The College had been successful in acquiring £5m of the FE Capital Transformation Fund. This would provide a much needed buffer against the College's projected deficit of £200k.</p> <p>5.21. Further mitigations will involve driving income for adult education courses and controlling staff costs.</p> <p>5.22. The budget for 2023-24 was likely to have a large shortfall. Strategies were in place that included a detailed budget process to run through to May 2023.</p> <p><u>Estates</u></p> <p>5.23. The Estates Strategy was due to be reviewed at the Strategy Away Day, later in the year.</p> <p>5.24. The main priorities were currently the Mottingham build, any pending campus leases and a strategy for the future of the Crystal Palace sites.</p> <p>5.25. Other opportunities included a partnership with Barking Riverside, further use of the buildings in Gunnersbury Park and use of space at London Zoo in Regent's Park.</p> <p>5.26. Governors suggested further masterclasses, beyond animal management, for Crystal Palace students to further support their achievement, which SLT were keen to consider.</p>	<p>Vice Principal</p>
<p>6. Search, Governance and Remuneration Committee minutes (Decision)</p> <p><u>Full Governing Body meetings in-person only</u></p> <p>6.1. Capel have had varying successes/failures with hybrid Board meetings, particularly when at smaller campuses which do not have rooms set up for such meetings. It is also not practical when combining with in-person training sessions, tours and Learning Walks.</p> <p>6.2. On a more important note, the reasoning behind moving all Committee meetings online was to provide more focused visits for Governors, rather than making (for some Governors) long journeys for short meetings at the Enfield House where no other staff or student interactions are possible.</p> <p>6.3. Hence, the Full Governing Body meetings were an opportunity for Governors to meet staff and students (particularly at the Learning Walks) and to bond with their fellow Governors and members of SLT.</p> <p>6.4. The Board agreed that hybrid facilities (where room layout makes it possible) would only be provided for the two long-distance Governors at Full Governing Body meetings, as required, with no other exceptional circumstances.</p> <p>Resolved to</p>	

<p>6.5. Agree that all future Full Governing Body meetings are in-person only, apart from for the two long-distance Governors (where facilities allow).</p> <p><u>Annual Review of the Board Management System</u></p> <p>6.6. A cost/savings exercise has been carried out for the last 3 years which demonstrates an average saving of approximately £1.3k and 4.5 trees per annum.</p> <p>6.7. The Clerk had undertaken further research to assess that the selected system (Decision Time) remained fit for purpose compared to other available packages. The systems in the same price range were comparable but with their own styles, pros and cons.</p> <p>6.8. As a new system would likely charge for first year set-up and training costs and, as there continue to be no major issues, there did not appear to be a significant reason to trial and adopt a new system.</p> <p>6.9. Decision Time had retained the same cost per licence as for the previous year, at £200, with an annual cost of £5,000.</p> <p>Resolved to</p> <p>6.10. Agree that the licences for the Decision Time paperless board management system are renewed for 12 months from 1 April 2023.</p> <p><u>Heather Barrett-Mold</u></p> <p>Heather Barrett-Mold temporarily left the meeting.</p> <p>6.11. Heather Barrett-Mold's second term of office was due to end on 29 March 2023.</p> <p>6.12. Heather's exceptional skills include: Academic, Quality Assurance/Improvement, Sustainability, links with the industry, knowledge of the industry, experience of having been a Principal. Heather was currently Vice Chair of Governors and Chair of the Academic and Strategy Committees.</p> <p>Resolved to</p> <p>6.13. Appoint Heather Barrett-Mold for an exceptional Term of Office of 4 years from 29 March 2023.</p> <p>Heather Barrett-Mold returned to the meeting.</p> <p><u>Annual Report of Skills, Training, Equality and Diversity 2022-23</u></p> <p><u>Training and compliance</u></p> <p>6.14. Governors fulfilled all required compliance declarations including annual membership, trustees' automatic disqualification, register of interests and DBS checks.</p> <p>6.15. Two new Governors took part in the Association of College's (AoC) Governor training and Student Governors took part in the Unloc Student Governor Training.</p> <p>6.16. Attendance at 77% is slightly lower than the previous year at 82%. This may be due to the previous year's presentations being delivered mainly online. Governors are encouraged to attend the Full</p>	
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<p>Governing Body meetings in-person to ensure that they do not miss out on training that cannot be delivered in a hybrid fashion.</p> <p><u>Skills Audit 2023</u></p> <p>6.17. The latest biographies for the Governing Body can be found here on the website.</p> <p>6.18. Governors were asked to score their knowledge of 32 areas within: Business and Finance; Land Based; Student Services; Education and; College campuses/regions.</p> <p>6.19. Two key indicators have been used to analyse the skills base of Governors. Green areas indicate that no action is currently required, where amber and red areas call for actions to improve knowledge with the Governing Body.</p> <p>6.20. Indicator A - this assesses the <u>breadth of cover</u> across all the areas of strategic interest and Campuses, calculated as the number of Governors who self-assess as having a high knowledge. Breadth of cover can reveal when new Governors with specialist skills are required.</p> <p>a) There were no red or amber areas which demonstrates a good breadth of knowledge currently on the Governing Body.</p> <p>6.21. Indicator B - this assesses the <u>depth of cover</u> as a calculated average of Governors' self-assessment of their knowledge. Depth of cover can reveal where further training is required.</p> <p>6.22. There were 13 amber areas:</p> <p>a) Business and Finance: Fundraising; IT and; Legal Services.</p> <p>b) Land-based: All areas: Animal Care, Veterinary and Zoology; Saddlery and the Leather Centre; Agriculture, Farming and Countryside; Arboriculture and Forestry; Environment and Sustainability and; Horticulture.</p> <p>c) College Campuses/Regions: Regents Park/Central London; Mottingham/South-East London; Crystal Palace/South London and; Gunnersbury Park/West London.</p> <p>6.23. New Governor skills and future training sessions will focus on these areas. Full Governing Body meetings will be taking place at the Gunnersbury Park, Regent's Park and Mottingham this year to improve Governors' depth of knowledge of these campuses.</p> <p><u>Equality, Diversity and Inclusion of the Governing Body</u></p> <p>6.24. Governors took part in an Equality, Diversity and Inclusion exercise in spring 2023 via an anonymous survey. This is in line with the College's Equality and Diversity Policy and the Code of Good Governance for English Colleges to comply with 'a regular review of the existing board to ensure that it has the appropriate diversity of skills, experience and backgrounds to provide strong governance...'</p> <p>6.25. A diverse workforce is also one of the College's strategic objectives and, as staff diversity grows to match the student body, it is important that Governors also follow the same trajectory.</p>	
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<p>6.26. As sector data currently does not include all nine of The Equality and Human Rights Commission's protected characteristics, this report does not currently include gender reassignment, marital/partnership status, and pregnancy/maternity data.</p> <p><u>Gender balance</u></p> <p>6.27. The gender gap for Governors has widened in favour of females. This does, however, align with the gender distribution amongst the staff, students and the FE sector, all of which remain slightly female dominant.</p> <p><u>Age</u></p> <p>6.28. The average age of Governors is continuing to align more closely with College staff.</p> <p><u>Length of service</u></p> <p>6.29. Governors' length of service is now well balanced and demonstrates the limitation of any exceptional terms of office</p> <p><u>Ethnicity</u></p> <p>6.30. Diversity in ethnicity of Governors is becoming more closely aligned with staff and students.</p> <p><u>Sexual Orientation</u></p> <p>6.31. Sexual orientation diversity within the Governing Body is continuing to improve.</p> <p><u>Disability</u></p> <p>6.32. As College students have significantly higher disability declarations compared to the sector, this has remained a strong Board requirement. More Governors have now declared a disability.</p> <p><u>Religion</u></p> <p>6.33. Diversity of religion has not significantly changed compared to the previous year, and continues to align more closely with College staff than students, where 60% have not adopted a religion</p> <p><u>Improving diversity of the Board</u></p> <p>6.34. The report was updated to include some diversity strategies that had been provided by the Clerk at the previous meeting.</p> <p>6.35. It was assessed that an active outreach to potential candidates was currently the most effective method to improve diversity.</p> <p>6.36. Although Human Resources skills on the Board have improved, it was agreed to retain this skill in the Governor advert as a specialist People Governor was required.</p> <p>6.37. It was also agreed to consider approaching ex-Student Governors and alumni.</p> <p>Resolved to</p> <p>6.38. To adopt the Annual Report of Skills, Training, Equality and Diversity 2022-23.</p>	
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<p><u>Annual Review of Governance Policies</u></p> <p>6.39. No changes were required for the Whistleblowing Policy and the Complaints against the Corporation Policy.</p> <p>Resolved to</p> <p>6.40. Accept and recommend to the Governing Body for adoption:</p> <p>a) <u>Whistleblowing Policy (standing)</u></p> <p>b) <u>Complaints against the Corporation Policy (standing)</u></p>	
<p>7. Report of the Clerk (Decision)</p> <p><u>Timetable of meetings 2022-24</u></p> <p>Resolved to</p> <p>7.1. Adopt the updated timetable of meetings for 2022-24.</p> <p><u>Leave of Absence requests</u></p> <p>7.2. If Governors cannot attend meetings for a consecutive 6 months, and expect a further prolonged absence, but wish to remain on the Board, a recommendation can be made for an agreed leave of absence.</p> <p>7.3. Heather Marks had requested a leave of absence for the summer 2023 academic term, due to work commitments.</p> <p>7.4. Paulina Balogun had requested a leave of absence for the summer and autumn 2023 academic terms, also due to work commitments.</p> <p>7.5. They would not be included in the quorum of the Board or Committee meetings during their leaves of absence.</p> <p>7.6. If their workloads decrease during their leaves of absence, they would be able to re-join as members of the Governing Body, with immediate effect.</p> <p>Resolved to</p> <p>7.7. Approve Heather Marks and Paulina Baloguns' leaves of absence.</p> <p><u>Chair's Action</u></p> <p>7.8. No Chair's Actions had been made since the previous Governing Body meeting on 14 December 2022.</p> <p><u>College Seal</u></p> <p>7.9. The College seal was applied on 13 March 2023 to the Section 106 Agreement: Partial Development of College Buildings at Mottingham.</p>	
<p>8. Academic Committee Minutes (Decision)</p> <p><u>Quality Improvement Plans (QIP) 2022-23</u></p> <p>8.1. The College's Quality Improvement Plan for 2022-23 was progressing well. Of the 51 individual actions, 17 were in progress and on track, 32 were in progress but behind schedule and 2 had not started or were behind schedule.</p>	

<p>8.2. Student attendance, retention and staff recruitment were the current high risk areas being focused on.</p> <p>8.3. The legend had been re-labelled to clarify that the amber rating included actions that were in progress, but not necessarily running behind schedule.</p> <p>Resolved to</p> <p>8.4. Approve the updates to the QIP 2022-23.</p> <p><u>Learner Satisfaction Induction Survey 2022-23</u></p> <p>8.5. The Governing Body received the 2022-23 student satisfaction survey, for information, which had been developed, implemented and deployed solely in-house for the second consecutive year.</p>	
<p>9. Audit Committee Minutes (Decision)</p> <p><u>Financial Statements and Regularity Audit Service: evaluation of performance 2021-22 and annual re-appointment 2022-23</u></p> <p>9.1. The evaluation of Buzzacott, the External Auditor's, performance for the 2021-22 year, in respect of the College and its subsidiary companies, was confirmed as 'Good' – Exceeds College expectations was determined in each case.</p> <p>9.2. The final audit fee for last financial year was £29,975 excluding VAT as proposed.</p> <p>9.3. Buzzacott continued to provide robust challenges on the Colleges' accounting treatment of transactions and provided technical support in the interpretation of the regulations, accounting standards and accounts direction with which the College must comply.</p> <p>9.4. Buzzacott also continued to provide a high standard of service and College management recommend their re-appointment for 2022-23.</p> <p>Resolved to</p> <p>9.5. Appoint Buzzacott as Financial statement auditor for the current financial year 2022-23.</p> <p><u>Governance: Reasonable assurance</u></p> <p>9.6. Scrutton Bland has issued a Reasonable assurance opinion for Governance.</p> <p>9.7. Additional context had been provided since the Audit Committee meeting, along with analysis of the Governance Survey results and processes.</p> <p>9.8. Any new processes will be considered during the College's first external review of Governance. The new Principal will be consulted to consider bringing this forward from the autumn to the summer term.</p> <p>Resolved to</p> <p>9.9. Agree the Governance Internal Audit report.</p> <p><u>GDPR Policies</u></p> <p>9.10. The GDPR policies required an update to the latest College format.</p>	<p>Clerk (Completed)</p>

<ul style="list-style-type: none"> a) Data Protection Policy b) Data Breach Policy c) Subject Access Request Policy d) Freedom of Information Request Policy e) Document Retention Policy f) Information Security Policy <p>Resolved to</p> <p>9.11. To adopt the standing GDPR policies.</p>	
<p>10. Finance and Resources Committee minutes (Decision)</p> <p><u>Human Resources</u></p> <p>10.1. Progress was starting to be made to HR strategies, with improved internal communications and people support processes.</p> <p>10.2. Recruitment strategies were expected to remain a challenge over the coming years as recruitment and retention issues were also a national picture, within and beyond FE.</p> <p>10.3. As the staff-student ratio was deemed fundamental to how courses are staffed, rather than relying on guided learning hours only, this was now being factored into the strategy.</p> <p>10.4. The College's new Head of IT was now working on a strategic 3-year IT plan to improve standards for teaching and learning, with WiFi access being the main priority.</p> <p><u>P6 Six Month Management Accounts 31 January 2023</u></p> <p>10.5. The Governing Body received the six month management accounts, for information, to particularly note the impact of under-recruitment of student numbers on 2022-23 and 2023-24 income.</p> <p>10.6. The College were operating £195k behind the Flex 2 forecast profile, with an operating deficit of £107k, against a forecast surplus of £89k.</p> <p>10.7. The College were on track to retaining 'Good' Financial Health, facilitated by some cost saving strategies.</p> <p><u>Budget Restructures</u></p> <p>10.8. The College's strategy to achieve £1m in cost savings was facilitated by: a 3 year strategic curriculum plan; the closure of Brooks Farm and; the restructure of the catering service at Enfield.</p> <p>10.9. The Staff Governor noted that staff requested more clear communication on the restructure of the College's Senior Leadership Team and how this affects reporting lines.</p> <p>10.10. It was agreed that the Chair of Governors would provide a letter to staff for further clarity.</p>	<p>Clerk/Chair (Completed)</p>
<p>11. Estates Committee Minutes (Information)</p> <p><u>Formal Health and Safety Officer</u></p> <p>11.1. A previous Governors' suggestion to appoint a standalone Health and Safety Officer was being considered by SLT and a decision would be reported back at the next Full Governing Body meeting.</p>	<p>Deputy Principal (July 2023)</p>

Verbal update on Gunnersbury Park

- 11.2. The Gunnersbury Park lease discussions remained ongoing and legal advice was being provided to the College.
- 11.3. The rent review was due in 2024.
- 11.4. Governors were to be informed of updates to the lease negotiations at the next appropriate meeting.

Verbal update on Mottingham

- 11.5. The Greater London Authority (GLA) referral to revise the fire strategy had taken longer than expected to be approved but was expected to be resolved by the beginning of April 2023.
- 11.6. Funding from the GLA was now in place for £578k, this may be increased by £18k to provide for the additional fire costs that they had requested.
- 11.7. The Guaranteed Maximum Price (GMP) from the contractor was still pending, due to price increases since the January 2023 deadline.
- 11.8. Once the GLA report was confirmed, the greenhouse would be removed to check if any contamination exists, which will further advise the contractor on the GMP.

Open Days

- 11.9. The recent Open Days saw the highest application rate at Capel with over 200 registrations, a 20% increase on the previous year. There were 135 physical applications on the day which were all being tracked.
- 11.10. 623 prospective students attended, compared to 480 the previous year, with the order of interest being Animal Management, followed by Horticulture and then Professional Landscaping.
- 11.11. The breakdown at campuses for attendance were 319 at Enfield, 147 at Gunnersbury Park, 94 at Crystal Palace and 63 at Regents Park.
- 11.12. Staff were thanked for their support at the Open Days, particularly the Staff Governor, Sarah Seery.
- 11.13. Governors noted that, during the Learning Walk, some students had expressed that they had not yet been able to register for their courses in September 2023. This was mainly due to a technical glitch on the website, which was being resolved, although part-time Adult courses were not yet ready for enrolment.
- 11.14. Governors felt that the enrolments systems should be available earlier for Adults, as they are more likely to look elsewhere if they cannot find availability with Capel. It was acknowledged that the Adult process was more complex than 16-18 students but that improvements were in the pipeline.
- 11.15. The Interim Principal thanked the Governors for their invaluable feedback, which was also now facilitated by the new Governor Learning Walks.

<p>12. AOB – Farewell to Beryl de Souza</p> <p>12.1. Beryl de Souza retired at the end of the meeting, following 8 years of service as a Governor, which included serving on the Audit Committee and the Estates Committee.</p> <p>12.2. Beryl was thanked by the Chair of Governors for all her hard work and dedication to the Governing Body, particularly her advice and support on health and safety issues at the College.</p> <p>12.3. In view of Beryl’s commitment and strong service to the College, she was made an Honorary Fellow.</p> <p>12.4. Beryl was also gifted a Friends of Capel membership and a planter from the College’s florist.</p> <p>12.5. Beryl gave a short speech to show her gratitude for her time as a Governor and promised to remain a frequent visitor to Capel!</p> <p>Non-SLT Staff and Student Governors left the meeting.</p>	
<p>13. Confidential Report: Termination Arrangements for the Interim Principal (Decision)</p> <p>13.1. Governors were updated on the termination arrangements for the Interim Principal who would be leaving the College on 30 May 2023.</p> <p>13.2. The Board paid tribute to Christine Bianchin for her commitment and achievement over the course of her time at the College, particularly for her support as Interim Principal over the past year.</p> <p>13.3. The Chair of Governors noted that Christine had given Capel Manor tremendous, loyal service for a great many years.</p> <p>13.4. Governors hoped to have the opportunity to say a proper farewell and express their gratitude to Christine for her very significant contribution to the College.</p> <p>13.5. Christine would also receive a personal letters of thanks from the Chair of Governors.</p> <p>Resolved to</p> <p>13.6. Endorse the termination arrangement for the Interim Principal.</p>	
<p>14. Date of Next Meeting</p> <p>14.1. The next scheduled Full Governing Body and Training is on Wednesday 12 July, 2023.</p>	

APPROVED MINUTES			
CHAIR:	Roger McClure	DATE:	12 July 2023
APPROVAL:	Remote confirmation: Approved		
	Or signed:		