



MINUTES OF THE CORPORATION BOARD MEETING
HELD ON FRIDAY 4 JULY 2025 IN THE EXCHANGE BOARD ROOM / VIA MICROSOFT
TEAMS

PRESENT:

Catherine Hill OBE	Vice-Chair of the Corporation Board and Chair of this meeting.
Dr Fazal Dad	Principal and Chief Executive
Massoud Akbari	Student Governor (FE)
Asif Ali	Member
Ram Gupta	Member
Michael Lee	Staff Governor (Business Support)
Paul Morris*	Member
Ridwaan Omar	Member
Arif Patel	Member
Darren Ratcliffe	Member
Ojan Rohani	Member
Clare Shaw	Staff Governor (Academic)
David Swift	Member
Taiyab Sufi*	Member

IN ATTENDANCE:

Jennifer Eastham	Vice-Principal: Finance and Corporate Services
Rachel Tarplee	Vice-Principal: Curriculum and Quality
Nicola Clayton	Executive Director of Business Development and External Engagement
Matthew Robinson	Executive Director of Student Support and Experience
Sarah Horeesorun	Director of Governance

* indicates attendance via Microsoft Teams

The meeting started at 14:00 and was quorate.

1. WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed everyone to the meeting including Paul Morris and Taiyab Sufi joining via Teams.

Apologies for absence were received and accepted from the Chair of the Corporation Board, Mark Allanson, from Chelston Philip and Bryan Welch, and from Associate Board member, Nathan Rogan.

2. DECLARATION OF CONFLICTS OF INTEREST

The Chair advised those in attendance that should members of the Corporation Board become aware of any potential conflicts of interest, they should be disclosed at the earliest opportunity during the meeting.

3. MINUTES OF THE CORPORATION BOARD MEETINGS HELD ON 14 MARCH 2025 AND 26 JUNE 2025

The Board agreed that the Minutes of the Corporation Board meetings held on 14 March 2025 and 26 June 2025 were true and accurate.

4. MATTERS ARISING

There were no new matters arising, the Board having noted the status of actions from the previous meeting as completed and the Executive Director of Business Development and External Engagement added that the Accountability Agreement approved at the 26 June Board meeting had been uploaded to the DfE portal and the deadline met.

5. CHAIR'S MATTERS

The Chair of the Corporation Board shared a video update in his absence, and this was made available for those who could not attend this meeting.

The Chair spoke of the triumphs and challenges during his first year as Chair of the Corporation Board, highlighting that the College had shown real strength and resilience throughout the cyber incident whilst simultaneously supporting an Ofsted visit, and improving the qualification and achievement rate for 16- to 18-year-olds to be ranked number two nationally.

There was acknowledgment that Higher Education was showing definite signs of improvement and praise for the Governors for their part in developing the new College Strategy 2025-28.

The Chair reflected on the recent Apprenticeship Awards, the Student Voice Committee and DfE Annual Strategic Conversation, all of which had been positive.

Board Membership throughout the year and looking ahead was mentioned, with special mentions for those Governors who were no longer members and to those who had joined. The Chair thanked members for their continued support of the College, not only through their attendance at the Board and Committee meetings, but also through sharing expertise as Link Governors, supporting Award ceremonies, visits, Learning Walks and Quality Summits. On the latter, the Chair encouraged Governors to complete a Learning Walk or attend a Quality Summit again next year explaining that this was much appreciated by staff and students alike. It helped in setting the tone and culture of the College, adding, it was well worthwhile being involved, being seen and getting a real feel for the student and staff experience.

There was recognition for Members who had recently received Honours, the Principal and Chief Executive had received a CBE, Ram Gupta, a BEM, Arif Patel had completed his PhD, and Paul Morris received an accolade by the Association of University Directors of Estates.

The Chair wished everyone a happy summer and best wishes for a good meeting.

The Vice-Chair of the Corporation Board, Chairing this meeting, added her thanks to all members, staff and students for a remarkable year.

The Chair of the Corporation Board had reviewed the meeting papers and had submitted his comments ahead of this meeting and these would be introduced at the relevant time as each Agenda Item was covered.

6. PRINCIPAL AND CHIEF EXECUTIVES REPORT

The Principal had provided a comprehensive Report for his Item and added his thanks to all staff and students, thanking the Board for their support throughout the academic year, and all that they continue to do focusing on improvement and the future.

The Principal highlighted the following:

- The College worked well collectively to respond to the cyber incident and ensured that teaching and learning continued
 - Outcomes from the Ofsted inspection were pleasing and it was rewarding to be recognised for the improvements since the previous inspection
 - Work on the OfS data audit had been challenging, had concluded, and the College was in scope for a follow-up audit
 - HE recruitment had remained a challenge for the College and the sector.
 - Quality Summits had completed, and achievement indications looked very promising, with the results of the summer exam series awaited. Predications were listed in Annex A
 - Apprenticeships continued to make good progress, and it was anticipated that the achievement rate would be around 70% overall. Nationally, employer placements did not meet demand.
 - HNS continued to make excellent progress
 - Early indications on HE student performance showed improved continuation and completion
 - 3 new T levels being launched September 2025
 - NSS results awaited on 9 July
 - College shared best practice through Maths Conference, visits from and too other institutions
 - Extensive partnership working with, for example, NCF, BwD, Together Housing, Youth Zone, local employers
 - Scholars was a finalist in the Craft Guild of Chefs awards, and a student had won the Lancashire Hospitality Student of the Year award. More successes were listed in Annex B
 - Government Skills White Paper due to be launched mid-July
 - Ofsted new inspection toolkit will be launched in September 2025 and the Principal committed to present the changes to the Board once he had completed his training
- Action: Principal and Chief Executive**
- Campus projects over the summer included refurbishment of classrooms, salons and kitchen facilities to update to the very latest industry standards with current equipment
 - Students had benefitted from visits to foreign countries, working on projects, and the Principal announced that the College had secured Turing funding to support similar visits next year, and thanked the Executive Director: Student Support and Experience who was inspired to apply for the funding and arranged the trips.

The Principal invited members to attend the Staff celebration on 8 July.

The Vice-Chair thanked the Principal and Chief Executive for the comprehensive Report and echoed the Chair's video sentiments to build on Ofsted, learn from cyber incident and thanked all staff for unwavering support and hard work to help students achieve.

7. GATEWAY TO BLACKBURN COLLEGE

Responding to interest from the Board in the Gateway to Blackburn College initiative, the Executive Director of Business Development and External Engagement presented some slides and covered the following:

- Gateway to Blackburn College developed post Covid to create a talent pipeline for College support services while boosting employment opportunities for local people
- The College was working with partners across the borough to extend the placement offer to provide local residents with individualised employment opportunities. Working closely with the Job Centre
- An 8-week pre-employment programme for local adults (19+) combining employability training and real work placements

- Weeks 1-5 provides training on H&S, Safeguarding, Customer Service, Employability Skills and tailored one-to-one careers support and interview preparation
- Weeks 6-8 work placement is College Department, for example, HR, Admin, Library, Estates, MIS
- Three cohorts so far with 45 learners. 10 had secured employment, 8 had progressed to further study, and 7 were employed at the College.

The College had just held its first Gateway to Blackburn College celebration event and the presentation included some videos from Managers in Support Service Teams. Replying to a query regarding the challenges, the Executive Director explained that initially some Managers had been hesitant about work placements but were now queuing up to offer the opportunities in their areas.

The Board were impressed and asked the Executive Director for thoughts on why the initiative was a success. In reply the Executive Director listed:

- Outstanding partnership with Job Centre
- Delivered by the Skills for Work team – experts in adult education, upskilling and employment support
- Human Resources team providing 1-1 support
- Real jobs, real departments, real chances
- Supports local regeneration
- Creating internal talent pipelines
- Embedding employability into the heart of the College

The Principal and Chief Executive added that the College was working with BwD and local schools on introducing a Gateway for Teaching Assistants who wished to replicate the successful initiative.

The Board thanked the Executive Director of Business Development and External Engagement for the presentation.

8. FUTURE FOCUSED - READY TO LEARN 'LAUNCHPAD CENTRE'

The Executive Director: Student Support and Experience delivered a presentation on the new Launchpad Centre.

The presentation highlighted:

- NEET was 16–19-year-olds not in education, employment or training
- 1m NEET nationally, around 350 in BwD (75% Blackburn, 25% Darwen)
- Responding to Government drive to Get Britain Working and Skills agenda
- College taking the lead in addressing NEET locally, those at risk of becoming NEET, and those furthest from the job market.
- New initiative; Town centre premises, working in partnership with Newground Together
- Will meet needs of the community, promote social mobility, transform lives, and enable the College to expand student numbers and secure additional funding.
- Starting 1 September 2025, will offer 122 full-time places for young people aged 16–19, split into 11 groups, covering Entry Level through to Level 3.
- 12-week programme operated on a roll-on, roll-off basis, focused on engagement and induction; all learners move onto a programme that includes a main vocational qualification, Maths and English (either GCSE or Functional Skills depending on prior attainment), preparation for work, and taster activities in a vocational area.
- Significant learning support and pastoral care to help re-engage the young people
- Aim was to support learners to return to College, enter further training, or move into employment the following year.

- Centre Manager recruited and staff will be employed using a flexible model and scaled up as student numbers are secured.
- Central location also presented an excellent opportunity to promote and raise awareness of the wider College offer to the community.

The Executive Director said that renovations were underway to remodel the interior of the premises and shared a slide of the floor plan and layout. Newground Together, who will share the space, would contribute to the running costs, and a reduced cost, with break clause, had been secured on the lease.

The performance of the Launchpad Centre would be reported in Quality Summits and to the Audit, Policy and Resources, Learning and Quality Committees and to the Board.

The Principal and Chief Executive added that the College had made the bold step to invest in this venture, working with BwD and Newground Together, to extend its remit as an anchor institution to where it was needed most, and support the local community.

A member enquired if a similar, maybe smaller, centre would be considered for Darwen as travel to Blackburn may deter young people from attending the new centre, and the Executive Director explained that the new Youth Zone would be opening in Darwen in 2026 and that the College was working with Youth Zone to develop its presence.

Responding to a query re: success criteria, the ambition was that 85% of the initial 122 intake would, having completed the Launchpad programme, enrol and stay in College.

The Board commended this initiative and its aims to improve skills, behaviours, confidence and provide careers advice, and thanked the Executive Director: Student Support and Experience.

On both presentations, the Board thought them to be laudable projects.

9. COLLEGE STRATEGIC PLAN

9.(i) Strategic Plan 2022-2025 – Annual Operating Statement – Progress at 31 May 2025

The Vice-Principal: Finance and Corporate Services introduced this Report which provided an update on progress to 31 May 2025.

The Report enabled the Board to monitor the College's progress to delivering the Strategic Plan.

The Board noted that of the 23 targets for 2024/25

- 9.5 were on target to achieve
- 4.5 were on target in part
- 0 were under target
- 9 were not yet reportable

The detail was supplied in Annex A and the Board noted the progress made and that the total performance for 2024/25 would be reported to the October Board.

The Board **APPROVED** the Strategic Plan Operating Statement Report.

9.(ii) New College Strategic Plan 2025-28

Following on from the previous discussion, the Vice-Principal: Finance and Corporate Services talked members through the development and consultation process for the College's new Strategic Plan 2025-28.

The plan, in its draft form, had been discussed at Committees and members had been involved in informing the content of the plan since inception. The Vice-Principal thanked members for their helpful contributions to the Strategy, all of which had been considered and adopted where applicable.

Printed colour copies of the near final version of the Strategic Plan were circulated at the meeting.

The Vice-Chair offered comment received from the Chair enquiring where the short-, medium- and long-term goals or indicators of the College's impact would sit within the plan, and the Vice-Principal explained that these would be in the Annual Operating Statement. The targets, on page 13, would give rise to related KPIs and these, in turn, inform the Annual Operating Statement. This was accepted by the Board.

The Vice-Chair observed that there was a key action related to Alumni on page 12 but could not see a corresponding measure/target to demonstrate progress on page 13. The Vice-Principal would review this when developing the KPIs and the Operating Statement.

Action: Vice-Principal: Finance and Corporate Services

The Board **APPROVED** the new College Strategy 2025-28, the Mission, Vision and Values, and thanked the Vice-Principal: Finance and Corporate Services for leading on this piece of work.

10. ITEMS PREVIOUSLY CONSIDERED BY THE AUDIT COMMITTEE

10(i) Re-appointment of Internal Auditors for 2025/26

Based on the experience for 2024/25 and on recommendation from the Audit Committee, the Board **APPROVED**.

10(ii) Internal Audit Strategy 2025/26

This Report and the Internal Audit Plan 2025/26 had been considered by the Audit Committee in its June meeting and was recommended for Board approval.

The Vice-Principal: Finance and Corporate Services listed the planned assignments within the Plan and added that there was a 'Golden thread' weaved into all of the Internal Audits, to, where applicable, examine aspects of data quality, record keeping, and user access management.

The Corporation Board **APPROVED** the Internal Audit Plan for 2025/26.

11. ITEMS PREVIOUSLY CONSIDERED BY THE GOVERNANCE PANEL

11(i) Succession Planning

The Director of Governance introduced this report and reminded members of the Board and Committee vacancies:

- 3 External Board Member vacancies
- 1 Policy and Resources Committee vacancies
- 0 Remuneration Committee vacancies
- 1 Learning and Quality Committee vacancy
- 1 Audit Committee vacancy
- 0 Student Voice Committee vacancy
- 0 Governance Panel

The Governance Panel had discussed potential candidates to fill the vacancies at its June meeting and reviewed the position of the Associate Board member, Nathan Rogan, whose period of office was due to end in July 2025.

The Governance Panel recommended that Mr Nathan Rogan be appointed as a Corporation Board member and member of the Learning and Quality Committee for a period not exceeding 3 x 3-year terms per the Corporations Instrument and Articles.

The Director of Governance informed members that Mr Steve Waggott had resigned from his membership of the Corporation Board and Policy and Resources Committee and, picking up on an earlier mention in the Chair's video update, an expression of interest had been received from Ms Cheryl Dunn. Both the Chair and Vice-Chair had spoken with Ms Dunn, and next steps were for the required paperwork to be completed, the recruitment process to be followed and references requested.

The Corporation Board noted the receipt of, and accepted, Mr Waggott's resignation and asked that their thanks and best wishes be shared with him for his support of the College and contribution to the Board.

The Board **APPROVED** the Government Panel recommendation that Mr Nathan Rogan be an independent member of the Corporation Board and member of the Learning and Quality Committee.

11(ii) Corporation Board members Code of Conduct

The Director of Governance explained that it was timely to review the Code of Conduct for Corporation members and summarised the changes highlighted in red on the attachment as being: changes to job titles; mentions of ESFA changed to DfE; updated references and links to new or different guidance, and; Colleges now in the Public Sector.

The Corporation Board **APPROVED** the proposed changes to the Code of Conduct for Corporation members.

12. ITEM DEFERRED

The Chair mentioned that this had been an Item discussed at the Learning and Quality Committee the week prior, and that the Committee thought that it needed some additional information in order to consider this proposal fully. This Item was therefore deferred until a later date.

13. ITEMS PREVIOUSLY CONSIDERED BY THE POLICY AND RESOURCES COMMITTEE

13.(i) Management Accounts to 31 May 2025 and budget monitoring update 2024/25

The Vice-Principal: Finance and Corporate Services informed members that the Balance Sheet remained strong.

The Vice-Chair thanked the Vice-Principal: Finance and Corporate Services and her Team for their work on managing the College finances effectively.

The Board **APPROVED** the Report and Management Accounts.

13.(ii) College Budget 2025/26 and Finance Plan inc. CFFR

The Vice-Principal: Finance and Corporate Services explained that the College was reaching the end of its business planning process, which included a review of the curriculum offer 2025/26, a review of the business support areas and the associated staffing and resource implications and planning ahead for 2026/27 and 2027/28.

The Board noted the content of the Report and Appendices, and that some minor changes may need to be made to the figures with any material changes discussed with the Chair of the Policy and Resources Committee ahead of submission to the DfE.

The Board **APPROVED** the College Budget 2025/26 and CFFR.

14. CORPORATION BOARD

The Director of Governance presented the Report which provided the:

- (i) previously agreed Board and Committee meeting dates for 2025/26, and those proposed for 2026/27
- (ii) Annual Calendars of Business for each of the Boards sub-committees
- (iii) individual Reports from each of the Committees assessing performance against relevant Terms of Reference for 2024/25
- (iv) information on the proposed changes to Committee Terms of Reference for 2025/26 as considered by each of the relevant Committees

The Board **NOTED:**

- (i) That the meeting dates 2025/26 and Committee Calendars of Business for 2025/26 had all been reviewed and approved.
- (ii) The Annual Reports from each Committee assessing performance against the Terms of Reference

The Director of Governance thanked David Swift who had shared his comments in advance. Having considered the summary of the amendments and the detail provided in the appendices, the Board **APPROVED:**

- (iii) The amendments to Committee Terms of Reference for the Audit Committee, Governance Panel, Learning and Quality Committee, Student Voice Committee and Policy and Resources Committee as detailed in the report and attached appendices.

15. STAFF GOVERNOR'S REPORT

The Staff Governor (Academic) presented on behalf of both Staff Governors present and highlighted the:

- sense of excitement from staff regarding the new Ready to Learn Centre
- Early Years Team were on their way back from a visit to Malawi where they had really meaningful learning experiences and opportunities to make a difference to the communities
- new Digital Gaming Suite was really impressive and an exciting, stimulating learning environment.
- smooth running of the GCSE exams. It was well-organised with all staff, College-wide, doing their bit to support students and the process.
- End of Year Awards ceremonies and reward trips, plus celebrating Project Search success with a student securing employment at ASDA.
- staff were really looking forward to the end of year Ofsted celebrations.
- Governors were invited to visit the Festival of Making that weekend.

The Vice-Chair thanked the Staff Governors for the update and confirmed that she planned to attend the staff end of year celebrations.

16. STUDENT GOVERNORS REPORT

The Student Governor (Further Education) had prepared a Report for the Board and talked through his experiences as a member of the Board, Audit Committee, Student Voice Committee, and his student experience.

The Student Governor shared how the experience had helped him understand the College, Governance, meetings and communication, better, and supported him to improve his confidence and communications.

The Student Governor thanked members for sharing their experience, acknowledged his teachers and pastoral support, and was grateful to for help and guidance from the Director of Governance.

The Vice-Chair thanked the Student Governor for his Report and enquired as to what were his next steps and the Student Governor said that he hoped to do well in his exams and to apply to University or an Apprenticeship.

The Corporation Board thanked the Student Governor.

17. PERFORMANCE AGAINST COLLEGE KEY PERFORMANCE INDICATORS FOR 2024/25 – ACTUALS TO 31 MAY 2025

The Vice-Principal: Finance and Corporate Services introduced the KPI Report for the period ending 31 May 2025 and explained that some of the KPIs were not yet reportable as it was too early, for example, the students had until the end of the year/after exams to achieve. The final Report would be tabled at the December meeting.

The detailed performance information was provided in Annex A, and summarising the KPI performance, the Board noted that:

- 13 were on target
- 0 were on target in part
- 2 were under target
- 7 were not yet reportable.

The respective KPIs had been scrutinised previously at the Policy and Resources Committee meeting on 12 May and the Learning and Quality Committee 26 June 2025. It was noted that Higher Education recruitment and student attendance KPI targets had not been met, and these were being closely monitored.

The Board **APPROVED** the Key Performance Indicator Report for the period ending 31 May 2025.

18. RISK MANAGEMENT – RISK REGISTER 2024/25

The Vice-Principal: Finance and Corporate Services talked the Board through the Report and Appendices informing them that two risks were RAG rated as 'Red' and related to student recruitment and B3 metrics, and one new risk had been added, CC8 Ready to Learn Centre, discussed in Item 8 on this Agenda.

Set out at Appendix Two was the heat map which provided a visual representation of all the risks mapped against the risk matrix. This was intended to support members in ensuring that key risks could be easily identified.

The Risk Register had been considered by the Audit Committee at its June meeting where it was agreed and recommended to the Board.

The Board **AGREED** the Risk Management Report.

19. QUALITY IMPROVEMENT PLANS (QIP) 2024/25 PROGRESS

19(i) FE and WBL

The Vice-Principal: Curriculum and Quality introduced this Report and explained that this had been considered by the Learning and Quality Committee in its June meeting. The Quality Improvement Plan (QIP) set out five key priorities to improve the quality of teaching, learning, student experience and outcomes.

19(ii) OfS B3 Action Plan 2024-28 (formerly HE QIP)

Following on from the previous Item, the Vice-Principal was pleased to report that the impact of the quality improvement measures outlined in the action plan had put the University Centre on a trajectory to be sufficiently above the benchmarks.

For the benefit of members not on the Learning and Quality Committee, the Vice-Principal helpfully explained the different measurements between FE and HE with FE measuring Retention and Achievement whilst HE measured Continuation and Completion.

The Vice-Chair praised the leadership of the Vice-Principal and hard work of staff to adapt to working differently and put HE on a very positive trajectory.

20. CAPITAL PROJECTS UPDATE

The Vice-Principal: Finance and Corporate Services provided additional detail to that contained within the Report and already covered in the Principals Report at Item 6, including the mention of:

- Extensive summer works including refurbishment, renovation and relocation activities to upgrade salons and kitchens to current industry level standards, and release additional learning spaces
- Installation of a building lockdown system campus-wide
- Continued develop of, and exploratory work on the Campus Masterplan.

The Board noted the content of the Report and thanked the Vice-Principal for the update.

21. MINUTES OF COMMITTEE MEETINGS

The Chair approved Minutes from the following Committees were received for information:

- i) Audit Committee 3 June 2025
- ii) Governance Panel 22 April 2025 and 16 June 2025
- iii) Learning & Quality Committee 26 June 2025
- iv) Policy & Resources Committee 12 May 2025 and 16 June 2025
- v) Student Voice Committee 7 May 2025
- vi) Academic Board 20 May 2025

The Chair canvassed the members for any additional comments on the meeting Minutes supplied for information. The Director of Governance thanked David Swift who had shared his comments in advance. No other comments were made.

22. SAFEGUARDING UPDATE

The Report provided Board members with information on safeguarding arrangements across all aspects of the College provision and provided assurance that effective structures and processes were in place.

The Board noted the content of the Report provided for information.

23. HUMAN RESOURCES (HR) UPDATE AS AT 31 MARCH 2025

This Report provided a summary of core HR data for the period 1 August 2024 to 31 March 2025 with the detailed data to be found in the Appendix.

The new Director of Human Resources (HR) had started and would be attending the Policy and Resources Committee to present HR reports.

The Board noted the content of the Report and Appendix.

24. ANNUAL SKILLS AUDIT FOR GOVERNORS AND CHAIR'S APPRAISAL

The Director of Governance informed members that the Governance Panel had approved the Governor Self-Assessment questions and that the survey would be shared with Governors to complete over the summer, in parallel to the routine annual declaration of Register of Interest.

Board members noted the content of the Report and acknowledged the summer activities.

The Board received this Report for information.

25 . PROGRESS AGAINST FE CODE OF GOOD GOVERNANCE FOR COLLEGES/EXTERNAL GOVERNANCE REVIEW/FEC WESTON REVIEW

The Audit Committee had considered the progress of the Colleges' Governance arrangements and performance with the AoC Further Education Code of Good Governance or 'Code' as part of its annual business.

The Director of Governance had reported on the progress made against the enhancements suggested by the External Governance Review.

College Governance was in the spotlight given the findings of the Weston College FE Commissioners Intervention Report and the Director of Governance had undertaken and exercise to examine those findings and confirm that the College was doing everything that it should and doing it correctly. The Director of Governance had also met with the Vice-Chair to talk through any implications for the Remuneration Committee and agreed an action to strengthen Governance and reporting to the Board. The Board were assured by the Progress Reports and evidence supplied, that the College Governance was compliant with the Code, DfE guidance and Funding Agreements.

26. BEEVER AND STRUTHERS EXTERNAL AUDIT PLAN 2024/25

The External Audit Plan for 2024/25 was approved under delegated authority by the Audit Committee and provided to the Corporation Board for information.

The Board received this Report for information.

27. DfE FINANCIAL STATEMENTS LETTER/DASHBOARD

The Report informed members that the DfE College Financial Health letter had been received and that the College had maintained its financial health grade of 'Outstanding'.

The Board noted the content of the Report, the letter at Appendix One and the example of the DfE Colleges Financial Dashboard provided.

The Board received this Report for information.

28. NET CARBON ZERO

The Report had previously been considered by the Policy and Resources Committee on 12 May 2025 and provided an update on activities and progress towards Net Zero goals.

The Board received this Report for information.

29. ANY OTHER BUSINESS

The Chair canvassed members for any other business. There was none.

30. REVIEW OF THE MEETING

The Chair canvassed members for feedback on the meeting and all agreed that it had been a good meeting, covered everything on the Agenda and dealt with the right issues at a suitable level.

The Chair thanked all attendees in person and on MS Teams for their contributions to the meeting.

31. DATE AND TIME OF NEXT MEETING

Friday 17 October 2025 Board Seminar in the morning followed by the Corporation Board meeting at 2pm. *Members of Staff left the meeting ahead of PARTII.*