

Meeting/Committee	Finance Committee
Date of meeting	30 th September 2021 at 5pm (via Google Meet)

1 Declarations of Interest and Eligibility

The Chair requested governors declare any interests at the appropriate time during the meeting. Ian Sackree, committee co-optee, advised that he is the CEO of Protocol who are a recruitment consultancy firm and who have placed the interim Executive Director Finance with the college. He advised that he has had no personal involvement regarding the placement but wanted to ensure that the college was aware that Protocol have a contractual arrangement in place with Gavin Teasdale. Committee all agreed that this would not prevent him from participating in discussions on scheduled agenda items for the meeting.

2 Welcome, introduction and apologies for absence

Attendees:

Janet Pryke	Chair
Jason Austin	CEO/Principal
Jenny Worsdale	
Ian Sackree	

In attendance:

Maxine Bagshaw	Interim Director of Governance
Gavin Teasdale	Interim Executive Director of Finance
Tony De'Ath	Executive Director of Corporate Services

Apologies for absence

Apologies for absence were received from Rob Lawson and Monika Rodzos.

Ian Sackree was welcomed to his first meeting of this committee.

3 Minutes of the Meeting held on 7th July 2021

The minutes were reviewed and it was agreed that they were an accurate record of discussions.

AGREED: to approve the minutes of the meeting held on 7th July 2021.

There were no matters arising.

4 Action Progress Report

Committee considered the updated table provided and were happy to note progress made.

5 Covid-19 update

CEO provided a verbal update and key matters noted were:

- There is a very positive attitude from students in terms of the return to site. The majority of students are now undertaking learning on site, however there remains some blended learning.
- Advice has been given in terms of wearing face coverings in communal areas, however there is a relatively low take up and the numbers who are wearing face coverings is reducing (both staff and students).
- College continues to see some positive covid cases, at an average of circa 7 per week.
- Nationally there are now different rules in place in relation to the requirement to self-isolate and these are influenced by age and whether individuals under the age of 18 have had a single jab and over the age of 18 have had a double jab. He advised that the requirement to inform the NHS track and trace system has also changed.
- There are reducing expectations in terms of reporting requirements to the local authority.
- CEOs in the area have been advised that it is unlikely that there will be any additional measures imposed by local public health authorities and that, if there are measures, they will be at a national level.
- NHS has confirmed that the hospitals regionally are able to manage the current situation but it is clear that covid has not gone away.
- In terms of covid testing, the college is still encouraging 2 tests per week with the results being reports to NHS
- College has not received any of the new testing kits save for on site testing (this test is taken from both nostrils rather than the throat) however the college does have a significant number of the standard testing kits which remain available.

AGREED: to note the content of the update provided.

6 Management Accounts – July 2021

The interim Finance Director presented the detailed written reports, including:

- Update on 20/21 yearend
- KPI's 2020/21
- Finance on a page
- Subsidiary company updates

Key matters noted were:

- Although this report is part of the yearend process the outturn is still subject to audit, that said, there are no expectations regarding changes.
- College has seen an improvement on the forecast position:
 - £800k improvement on EBITDA
 - EBITDA at £2.64 million
 - Improvements are largely due to effective cost control
 - Operational surplus expected of between £660k and £670k
 - Yearend position in relation to cash will be £6.5 million which is very healthy
 - This represents 69 days cash in hand
- In relation to KPIs, committees attention was drawn to the graph on the third page and key statistics are:
 - 16-18 is 98%.
 - AEB 95%
 - Apprenticeship provision 89%

- Most of the KPIs are RAG rated as green, including the position in relation to income, pay and cash flow
- Staff ratio is 62%. Forecast was 62% and budget 65%
- Financial health grade – the budget is 'requires improvement' for 21/22 but the college is optimistic that, with the positive start already seen, it may be possible to get to 'good'.

In relation to subsidiary companies committee were advised that:

- 1) NFPC – company faced a difficult year due to lockdown however it will nevertheless end the year £31k better than the forecast deficit position. Managing Director, at a recent board meeting, indicated that the trading position continues to improve.
- 2) Rotherham Education Services Limited – this was a quieter year than anticipated, however the company still ends the year in a positive position. All profit generated is covenanted back to the college.

Committee were advised that at the next meeting a paper would be presented on going concern as this is a mandatory requirement as part of the year end audit processes. (Interim Executive Director Finance, November 2021). He indicated that the college, with a £35 million turnover and £6 million+ in the bank was in a positive position which is represented by almost 70 days cash in hand.

One member of the committee having reviewed the management accounts queried why the disposal of assets figure is negative. It was explained that depreciation and netbook value will be higher than the sale proceeds.

In reviewing the information provided the whole committee acknowledged that there had been really good cost control throughout the year which had helped to manage the challenges.

In relation to AEB the committee noted the shortfall against original allocation of +£7 million and they asked what the expectation is regarding clawback. Interim Executive Director Finance provided assurance that the anticipated full level of clawback has been provided for in the accounts but that the college is submitting a business case to the ESFA to either reduce or eliminate the need for repayment. Committee were advised that clawback at £1.5 million has been provided for in the accounts but that the figure may get as high as £2 million, however assurance was given that the college does have cash reserves in relation to this.

CEO advised that a business case to the ESFA has been developed and is on the basis of the fact that the vast majority of shortfall is due to covid and lockdown and that this has effected both the college and subcontractors. Sitting alongside this, the college has only just emerged from historic financial challenges and is therefore asking for ESFA support to prevent this from happening again. It was noted that if clawback does occur then any monies will go directly back to Treasury and taken out of the sector and, as a consequence, it may be that the ESFA looks to be supportive so that funding remains with colleges.

Committee asked whether clawback would impact on the colleges ability to confirm it remains a going concern. Interim Executive Director Finance confirmed that there would be no impact and explained that the low cash point is in the spring and that, at that point in time, the college will still have over £4 million cash available.

Committee were advised that the deadline date for business case submission is 7th October 2021 and were provided with assurance that the narrative is essentially complete and that the deadline would be met.

AGREED: to note the content of the updates provided.

7 Update on bids

The Executive Director Corporate Services introduced this item and drew governors attention to the detailed reports provided. Key matters noted were:

- Government released significant capital investment funds and the college received £1.5 million for condition works in 2020/21 academic year
- Government released a second tranche of funding which is to be determined by a bid process
- First element of this funding was for condition works again and the application made in relation to the Rotherham campus was successful, as was the capital investment proposal for a new Construction Skills Centre.
- Both projects are at RIBA stage 2 and now the position is a review of the financials
- In relation to the Construction Skills Centre the initial (phase 1) bid submitted was for £5 million inclusive of VAT. The project was reviewed with curriculum managers and additional space requirements were identified and that this, together with increasing construction costs, means that the project is now estimated to cost £6 million including VAT.
- College has engaged Bond Bryant and Wilmot Dixon to advise as they are on the DFE approved list.
- Overall design scheme has not changed but the detail and footprint has changed. College is working on the wraparound services as is creating a business case in relation to viability. Wilmot Dixon have done a large amount of work to help to justify the increasing construction costs detailed in the bid.
- College has tailored its bid documentation to mirror DFE wording and narrative, however the decision on bids submitted has been subcontracted out by the DFE
- It is believed that there are circa 100 applications as part of the phase 2 bidding process
- Successful bids are not likely to be notified until the 'spring' of 2022 and the college is assuming that this means May 2022.
- It is known that colleges with high levels of reserves have been rejected
- All colleges in the sector who were successful with phase 1 bids have been asked to identify a 10% efficiency, which would mean circa £500k on the original bid.

Committee were then given information on the timeline and key matters noted were:

- Preconstruction would take 6 months and therefore January 2023 is the earliest point when the project could break ground (based upon successful bids being notified in May 2022) and therefore costs would start to be incurred in the 2022/23 financial year.
- College could proceed to pre-construction at risk and the estimated costs in relation to this are circa £275k. If the college decides to proceed on this basis then it would allow a 6 month head start.
- If the college does decide to proceed to pre-construction at risk and was then not successful in the capital bid submitted it would still ensure that there is a scheme fully designed and ready to go at any point in the future.

In general discussion committee made the observation that, at risk costs may be more palatable when the college knows the outcome of the AEB clawback business case submission, however all agreed that it was important to reflect upon the colleges current facilities and what this means for students. Members of the committee made the observation that current provision seems to be a substandard offer and that this does impact upon students and provision. One committee members asked whether improvements in construction facilities and construction outcomes is the number one priority for teaching and learning. They asked whether the scheme needs to be progressed, even without the availability of external funding.

Executive Director Corporate Services reminded that the current facility at Raw Marsh is on a flood plain and that there is a high likelihood of frequent flooding. In addition there is no student 'life' around the curriculum at the site and no wider support services are based there. New building would be a new facility and would offer a whole experience. The location would be close to the UCR and would mean that students have much greater ability to use ICT available e.g. CAD cams. It would be a short walk to other facilities e.g. social space, general services etc.

Committee were reminded that the college has a commitment to the units at Raw Marsh until 2024 only and that this is at a cost of £107k rent per annum. In addition to this, the site needs regular maintenance and refurbishment. The new build proposed will cost less to run and solar facilities have been sourced which will help with environmental sustainability. New facilities will support the aspiration for the college to offer construction provision going above level 3. Build will focus on supporting the aim to be carbon neutral and will also offer more innovative curriculum areas e.g. modular design.

Committee acknowledged that development of the new centre would align with the skills agenda and opportunities in the area and all agreed that it was likely to attract more students. They felt that it would help to address some of the quality issues, in terms of delivery and the learning environment.

Committee were referred to the figures provided by Wilmot Dixon and the comparison is that the Raw Marsh Centre running costs are currently £170k+ and should be compared with the new build which will be £30k per annum, therefore a saving of £140k per year (excluding finance costs).

CEO advised that the college is looking to develop an advanced construction centre and supporting curriculum. The area currently does not have this and there is local stakeholder support for this type of provision.

In relation to the £6 million figure provided the committee chair asked whether this was on the basis of a fixed fee. Executive Director Corporate Services indicated that the only amount fixed is 12.5% to Wilmot Dixon. In terms of financing, it was explained that the expectation is that the college will make a contribution as it has cash in the bank received from other capital disposals. Executive Director Corporate Services indicated that, were it necessary to value engineer the project, then it would be on the basis of the footprint. Build criteria is stated to be BREAM good, however the college is aiming for BREAM excellent. He provided assurance that the project was not 'overdressed' at £6 million.

A challenge from the committee was that, if the bid wasn't accepted then will it still be the same project that the college wants to proceed with. Committee was given assurance that it is. Committee asked whether there is a shelf life to the

design if it were the case that no external funding is available and therefore it cannot proceed in 2022. Executive Director Corporate Services indicated that the design would remain current for a period of circa 5 years.

Executive Director Corporate Services then summarised the ask of the college which requires board approval. This is:

- Will/can the college cover the 10% efficiency cost at circa £500k, and
- When does the college want to proceed at risk to prepare the design, this would be at a cost of circa £275k

Committee in discussion acknowledged that there will be an expectation externally regarding reinvestment of capital proceeds already received. General view expressed was that the college should seek to do as much work as it can upfront if there is certainty and confidence that this is the right scheme for the college in any event. Committee felt that, taking this step at risk, would demonstrate clear commitment to the project to external partners.

Executive Director Corporate Services indicated that part of the bid requires a declaration on other assets as part of the process. DFE will be clear that the college has other assets that it can release 'as available' with a 'notional value'. It was acknowledged that an investment of £275k would get the college to a point where it could then immediately start construction. This, sitting alongside the 10% efficiency required, makes a total ask of £775k at this stage.

Committee Chair asked whether the £275k for design fees and consultants was built in to the cash flow projections. Interim Executive Director Finance indicated that it was not at this stage but gave assurance that there are sufficient cash reserves to fund this.

AGREED:

- a) To note the content of the update provided
- b) Recommend to the Board that project development proceed at risk at an estimated cost of £275k
- c) Recommend that the board approve the commitment of £500k towards build costs.

Committee acknowledged that given the sums involved there was a need to convene a special board meeting to discuss and seek approval. It was agreed that this would take place next week before final bid deadline submission and the interim Director of Governance was asked to identify a quorum meeting date/time on Monday, Tuesday or Wednesday next week. (Interim Director of Governance, 1st October 2021).

8 Enrolment update

The interim Executive Director Finance drew committees attention to the report circulated in advance and then he provided an update on data as of today. Key matters noted were:

- ESFA funding is now 2874 against a plan of 3215 and the college is therefore circa 350 short. Committee were reminded that the plan is higher than the allocation which is 3000 funded. There are a number of career pathway learners starting in October (circa 100) and, in addition, there will be continuing enrolments throughout the year. That said, this data does not provide for any withdrawals.

- AEB – current position is 2024 against a plan/budget of 4284. College will see continuing enrolments for this funding stream throughout the year.
- Apprenticeship provision is 1043 against a plan of 1320
- HE is now 425 against a plan of 552. It was explained that HE students do tend to enrol slightly later in the year than 16-18 and therefore the expectation is that this number will increase.
- Students taking out loans is currently 251 against a plan of 498

As an overview committee were advised that the college is not yet where it needs to be but is on the way to getting there.

A question and challenge from the committee was in terms of the confidence in hitting budgeted and/or planned numbers. Governors indicated that they had less confidence than the interim Executive Director of Finance given the usual attrition rate before day 42. They specifically commented that AEB has a long way to go and therefore they felt that this was concerning.

CEO acknowledged that there is a concern in relation to 16-18 numbers as they are not as high as expected. He explained that more students seem to be staying at school and sixth form because of higher GCSE outcomes. He confirmed that the college has scheduled additional information, advice and guidance sessions next week to try and tempt some students away from Sixth Form/A Level provision if they are beginning to feel that this is not the right option for them. He advised that the attrition rate in the prior academic year was 9%, however the expectation is that this will be lower this year because of improved curriculum and start of year arrangements.

In terms of 16-18 numbers, CEO expressed the view that it is highly unlikely that the college will hit the internal target set but may hit the ESFA funding target. In relation to AEB the numbers provided today do not include distance learning and pre-covid the college had circa 4000 enrolments in relation to this.

CEO confirmed that HE numbers are a concern but explained that enrolment is not yet concluded and he provided assurance that all students that have not yet enrolled are being chased up.

A challenge from the committee was that the reports provided need to measure against both internal (growth) and funding (ESFA) allocations ([interim Executive Director Finance, each report](#)). Committee were given the day 42 date and it was agreed that the interim Executive Director Finance would email an updated position once there is greater certainty ([interim Executive Director Finance, October 2021](#)). Committee Chair referred the interim Executive Director Finance to the student numbers page on the recommended format for management accounts circulated to the sector and encouraged the inclusion in future accounts.

A question and challenge from the committee was in relation to the impact of the college having staffed up for larger student numbers. CEO advised that there are business review points in October and that they will include a review of staffing, with the aim being to reallocate staff where appropriate and also carefully consider class sizes. College will look to use staff elsewhere if they are underutilised in current roles and, in addition, there are some vacancies that will not now need to be filled because of the numbers.

CEO advised that the college is struggling to recruit in some key areas e.g. construction, engineering and digital, however there is some overstaffing in other areas e.g. health and social care however, because of the specialisms it will not always be possible to match staff capacity to demand.

As a general observation CEO indicated that nationally it appears that sixth forms and apprenticeships are taking some of the 16-18 numbers anticipated by colleges.

AGREED: to note the content of the update provided.

9 Procurement/Value for Money report

Interim Executive Director Finance presented the yearend report for 2020/21 and explained that procurement efforts had been channelled through Tenet who have provided an update. Key points highlighted were:

- They have worked on a number of projects including student transport, website development, WiFi, Eastwood building works and are now looking at a MUGA upgrade. They anticipate that their work has secured savings of £621k.
- RNN procurement officer left the role in June and Tenet have worked on their own to support the college until a new appointment in September. Limited capacity has been a challenge but the expectation is that these difficulties are now over.
- Engagement with Tenet commenced in 2019 and therefore the contract would be due for renewal/tender in 2022. It was agreed that further specifics would be provided regarding the date and process for tender so that this can be scheduled. Interim Executive Director Finance indicated that he felt that the contract review date was June 2022 but committed to checking this with an update back to the committee at the next meeting (interim Executive Director Finance, November 2021).

CEO then provided an update on proposals regarding door access controls across all sites. Key matters that he brought to the committees attention included:

- College has been working on this across all sites for some time now
- £70k was included in the budget this year to carry out planned works
- These works went out to tender and there were some challenges however one quality contractor continues to progress works as planned. That said, the college is not where it wants to be.
- There has been quite a lot of work done at the Rotherham campus but the college still needs to do much more at North Notts.
- College does have the funds available to complete the works at North Notts
- There is the potential to use one of the companies already working with the college to accelerate improvements required at North Notts and the proposal is to use the exceptional circumstances process rather than retender as the contractors are on site.

CEO expressed the view that completion of these works is now a priority, both in terms of health and safety security, and in fact it is an issue that was commented on by Ofsted. He provided the context for a group

approach rather than site by site and door by door. His proposal is to use Prysm to complete the works outstanding at North Notts.

In terms of process, it was acknowledged that financial investment at this level is within the remit of management however, given that the exceptional circumstances process is to be used, management thought that it was good practice to flag this up to governors at this meeting. Committee were supportive of the proposal presented and felt that deviation from the financial regulations and use of the exceptional circumstances process was warranted. They all agreed that deviation from financial regulations was always worthy of reporting to this committee and it was agreed that a note would be included on this to board as part of the chairs summary.

AGREED:

- a) To note the content of the report provided, and
- b) Approve the management approach to use the exceptional circumstances process rather than tender to accelerate the works required in relation to door access controls across all sites.

10 Subcontracting update

The interim Executive Director Finance drew the committees attention to his written report and explained that it represents the position as at 22d September when papers were issued. Schedule provided is for 2020/21 and key matters noted were

- £3 million planned value
- £2.4 million activity
- Payments to subcontractors at £1.9 million
- Variation of circa £500k
- Vast majority of subcontracting relates to AEB with a small part relating to ACL and 16-18 study programmes.
- There was less than expected activity due to lockdown and less than expected distance learning
- College worked with subcontractors to identify growth and ensuring quality
- College continues to use subcontractors and hopes to do more this year

Committee chair asked where the college is against the ESFA maximum permitted percentage figure. It was confirmed that this would be provided outside the meeting. ([interim Executive Director Finance, October 2021](#))

CEO advised that the ESFA is reviewing its position in relation to subcontracted activity for sports provision for 2022/23. College currently has 80 learners which would fall within the scope of this review and therefore a cautious and careful approach needs to be taken in case the ESFA change their policy in this area.

Reviewing the information provided a challenge from the committee was that the college has a high level of subcontracted activity and that the charges are towards the higher end. Committee indicated that the college needs to be sure that it can justify the fees in terms of assurance and quality to avoid any future negative scrutiny.

AGREED: to note the content of the update provided.

11 Risk report (committee items extracted from the corporate risk register)

Interim Executive Director Finance introduced this item and confirmed that the report is a summary of risks presented to the Audit Committee. Key matters noted were:

- College is in the process of moving from a previous spreadsheet based system to 4cast which is a system created by RSM.
- There are a number of key themes and topics
- Online system provides live information and allows it to be updated at the touch of a button
- Executive reviews the risk register on a weekly basis
- Risk register needs some further population and is split in to those risks which are either 'strategic' or 'other'
- All risks are RAG rated and the mitigating actions in most cases bring the scores down to amber or green
- Timetable to complete all outstanding actions on the new system is November 2021

Committee noted that the internal audit contract which is currently with RSM is due for review during this academic year and they asked if there was any risks associated with a move to a different audit firm. Interim Executive Director Finance explained that, whilst 4cast is an RSM system, if there were to be a change in auditors then the system would remain with the college as it has been purchased.

AGREED: to note the content of the update provided.

12 Estates Report

Executive Director Corporate Services provided an update on a number of areas.

- 1) Kiveton Park
 - There was a meeting which took place yesterday with legal advisors. Eversheds is retained by both the college and the local authority
 - This is a 20 acre site split in to a number of triangles. It has been identified for possible housing development
 - Strata are the preferred developer
 - It is likely that the sale will be in 3 parcels
 - Local authority, college and Strata are continuing to negotiate a sale price
 - College will receive 50% share of any sale price finalised
 - There is no loan or overage in relation to this site
 - Solicitors are now in discussion regarding the technicals and the overage
 - Committee were reminded that discussions regarding this site have been taking place over an extended period with discussions being on and off with Strata over a 5 year period now.
- 2) Heads of terms in relation to the proposal with Lidl have been received and Eversheds have reviewed and recommended that there needs to be further ongoing responsibilities for Lidl, these are currently being negotiated.
- 3) Langold – college is currently waiting to hear further on this.
- 4) Idle Valley – this is fully opened and committee were asked to note that beavers have been released.

5) Dinnington

- It has taken slightly more time than envisaged to obtain a third quote in relation to the surveys proposed
- Potential sale relates to 10 acres of residual land, a high proportion of which was previously been used as farm land
- Board approved up to £25k to obtain key survey information. This is now underway with the aim being that, once received, it will allow the college to more quickly move to full and final best offers.
- Expectation is that surveys will be received in October 2021
- Cube proposal has been received which is a joint venture approach with RNN contributing the land value
- They are looking to develop the site for social housing, social services and community provision. There is some political sensitivity regarding this site and the context for this was explained.
- There is a charge on the land and therefore the bank would take 50% of any sale value.

Committee considered the proposal received by Cube and expressed the view that the college would have to wait a long time until a return on investment. Concerns were also raised in relation to the effort that the college would have to put in to developing this project when there is very limited educational value. A concern raised was that this project would be an unnecessary distraction from core activity. Committee felt that the Cube proposal was stretching the colleges mission, however acknowledged that it was important to have a whole board view on the options and particularly social responsibilities. All agreed that it was politically advisable to hear the Cube proposals as requested by the organisation.

Committee asked who should participate in the presentation from Cube and it was agreed that there should be an open invitation to the wider board. It was acknowledged that a joint venture is a different proposal to divesting the site as an asset which has already started and been approved by the board. Committee all agreed that the important issue for the college to debate and be clear upon is the cost and the delay on the return.

AGREED:

- a) To note the content of the update provided
- b) Recommend that the board hear the presentation proposed from Cube

13 Health & Safety Annual Report 2020/21

The Executive Director Corporate Services introduced this detailed report and he confirmed that, as would be expected, it predominantly relates to covid. There has been a significant health and safety focus on supporting staff, site safety, testing etc. He described this as a significant time investment by the health and safety team. It was acknowledged that this annual report is not representative of usual circumstances and it was agreed that it would sit as a piece of history.

In terms of statistics, the number of first aid incidents is exceptionally low however again it was acknowledged that this was not a usual year. Similar position applies to RIDDOR reportable accidents and the number of audits undertaken. In relation to the latter they were predominantly to check covid signage, spacing, mask wearing, ventilation etc.

Committees attention was drawn to the summary of training completed. In relation to policies committee were advised that a Concussion Policy has been drafted and has been sent to brokers for comment. This is an insurance requirement.

Committee considered the report and all agreed that the health and safety team had done an amazing job to robustly manage covid. They acknowledged all of their hard work and asked that their thanks and appreciation be passed on.

AGREED: to note the content of the update provided.

14 Information Governance report

The Executive Director Corporate Services presented a statistical report and expressed the view that it is not yet possible to compare year on year but that this report should give assurance regarding the positive way that the college has responded to Freedom of Information requests, disclosure requests, third party agreements and data breaches. He explained that, the majority of breaches and/or near misses were not IT related and that they were mainly connected to human error and papers being left inappropriately. Because there has been reduced activity on site the opportunity for error has been reduced.

AGREED: to note the content of the update provided.

15 Committee review

The interim Director of Governance presented her summary report and invited the committee to consider whether any changes were needed to the terms of reference and/or membership. She invited the committee to consider operational arrangements and also review a draft work plan proposed.

Committee felt that the terms of reference remained fit for purpose and that they had throughout the previous academic year been able to fulfil expectations and responsibilities. Committee chair asked whether, from a governance perspective, it was appropriate for her to have a dual role i.e. Chair of the Board and Chair of the Committee. It was confirmed that there is no prescribed governance reason to separate these two functions and that, on balance, having a qualified accountant as the Committee Chair is more beneficial than not. On this basis it was agreed that the committee Chair would remain unchanged for this academic year or until such time as appropriate succession planning could take place.

AGREED:

- a) To note the content of the update provided
- b) Support continued membership as established for 2021/22, with the proviso that any appropriate new governors could be invited to join
- c) Approve the work plan as presented.

16 AOB

There were no items of additional business.

17 Date and time of next meeting

Committee were advised that there is an attendance challenge for the planned meeting on 24th November and therefore it was agreed to change this to 23rd November 2021 at 5pm.

18 Confidential minutes of the meeting held on 7th July 2021

The minutes were reviewed and it was agreed that they were an accurate record of discussions.

AGREED: to approve the confidential minutes of the meeting held on 7th July 2021.

There were no matters arising.

The meeting closed at 7.05pm.

Signed _____ Chair

Date _____