

Part I Minutes of the Corporation Meeting held on 11th November 2025 at 4.30pm in Conference Room 1, Broadway

Members Present: Julius Adams Paul Hartridge
Kaynat Ahmad Diana Martin (CE&P)
Matthew Collins Mphathisi Ncube (Teams) (Items 1 – 6)
Wendy Davies Paul Noon (Chair)
Mireille Digard Sarah Wood
Nirmal Gupta Jason Parker

In Attendance: Gill Darwood (Director of Corporate Governance) (DCG)
Susanne Davies (Director IoT and Partnerships)
Debbie Goode (Executive Director Public Affairs & Marketing) (items 1 – 10)
Steve Johnson (Executive Director Estates & Capital Projects)
Kathryn Jones (Director of HR)
Louise Jones (Chief Finance Officer) (CFO)
Simka Rifai (Student – observer)

Board administrative matters

1 Confirmation of quorum

1.1 The Director of Corporate Governance (DCG) confirmed that a quorum was present.

2 Apologies for absence

2.1 Apologies for absence had been received from Liam Butler, Sally Cornfield, Liz Sithole and Julius Adams.

3 Declarations of interest

3.1 There were no declarations of interest.

4 Approve minutes of previous meetings

4.1 The minutes of the meeting held on 1st July 2025 were confirmed as a true record by members.

4.2 The notes of the development event held on 19th September 2025 were confirmed as a true record by members.

5 Matters arising

5.1 Following annual review meetings held over the summer, the Chair advised that succession planning for the Vice Chair role had been considered with a number of options under consideration in the longer term. Wendy Davies had agreed to be re-appointed as Vice Chair for 2025/26.

5.2 The Chair noted the end of Tom Westley's second term of office on 7th November 2025 and the resignation of Lord Austin on 30th September 2025 due to pressure of other commitments.

- 5.3 Members expressed their thanks to both members for their valuable service and contribution to the Corporation.
- 5.4 **It was resolved** to appoint Wendy Davies as Vice Chair for 2025/26.

Student Centred Matters

6 Performance update

6.1 Enrolments and attendance for 2025/26

6.1.1 R Corns presented an update from the live data dashboard with a focus on learner enrolments and attendance in the current year:

6.1.2 *Full-Time Learners*

- Enrolments increased to 5,239.
- Growth areas include Construction and associated trades.
- Attendance showed a slight reduction of 0.2%, but remains strong at over 90%.

6.1.3 *A Level Learners*

- Slight reduction in numbers as anticipated, attributed to learners choosing T Levels.
- Attendance for this cohort remained strong.
- The number of learners choosing T Levels now equalled A Levels.
- It was proposed to introduce a T Level section on the dashboard.

6.1.4 *Adult Learning*

- Increases seen across several adult learning areas.
- Adult attendance remained strong at 91.2%.

6.1.5 *Apprenticeships*

- Starts currently down by 20%, due to a strategic decision to delay starts from Aug/Sept to October.
- Fewer rollovers as completions were more timely within the year.
- Aim was to maintain a steady state for apprenticeships.
- Attendance dipped slightly to 88.4% and was identified as an area for focus.

6.1.6 *Higher Skills Learners*

- Dashboard section to be revised to consolidate all HE provision.
- Numbers had increased slightly compared to last year.
- [A dedicated session would be scheduled for a future meeting to provide further details of the Lifelong Learning Entitlement.](#)

6.1.7 *High Needs Learners*

- Numbers increased by 20% due to additional places from the Local Authority for this academic year (239 places) which meant that all places were now fully funded by the Local Authority.
- Attendance strong at 90% for this cohort.

6.1.8 **Proposed changes to the dashboard would be brought back to Corporation for agreement.**

6.2 **Provisional Outcomes 2024/25**

6.2.1 C Millard provided a presentation on provisional outcomes for 2024/25 noting that:

- 16–18 classroom provision showed continued improvements across all levels, driven by better retention.
- Underperforming courses were targeted for continuous improvement programme.
- GCSE English and mathematics results indicated improved retention and more learners achieving grade 4 or above, with significant numbers of learners improving their grade in both subjects. Members noted continued challenge of accommodating high numbers of learners for retakes, which had continued an upward trajectory in the current year.
- Functional Skills English and maths performance was above latest national rate by 8.4% for English and 24.2% for maths.
- A Level performance remained strong, with high pass rates and a slight dip in A*–B grades but an increase in A*–C.
- T Levels achieved a strong overall performance, with 65% of learners gaining Merit or Distinction.
- Adult provision reported achievement rates at level 3 at 84.7% which was 6% above latest national rate, and a number of areas above 90%.
- Apprenticeship achievement rates remained broadly stable, with areas of strength in administration, accounts, management, and advanced manufacturing. It was noted that the strategic decision to reduce partnership activity had impacted the number of apprentices and hence increased the impact of an individual grade.

6.2.2 Areas for improvement were noted as:

- High grades on BTEC programmes.
- Pass rates in 16–18 and 19+ accounts and automotive level 1.
- Retention on some apprenticeships, including Advance 1 & 2 programmes, Hair and Beauty, and CAT centre.

M Ncube left the meeting at 17.07.

6.2.3 In response to a question from the Chair it was noted that analysis of diversity for specific areas of provision was provided within the Annual Strategic Impact Assessment.

6.24 **It was resolved** to note the performance update.

7 **Vice Principals' Termly report**

7.1 The Vice Principals presented their termly report which outlined progress across curriculum areas, highlighting increased enrolments, curriculum enhancements, and strengthened industry links. Key updates were noted, organised by each Assistant Principal's area of oversight:

7.2 *Creative and Professional Studies*

- Media provision moved to Inspired with a new Mac suite
- Learners attended guest speaker sessions including university partners, past learners, West Midlands Police Cybercrime Unit, and the local fire brigade.
- Music learners held a sell-out gig; dance learners joined NEC event; photography exhibited at AoC Conference.

7.3 *Academic Programmes and Support*

- Five Oxbridge and fourteen medical degree applications.
- Support for learners with university application and interview process.
- Health & Social Care enrolments were positive; T Level placements included Russells Hall and Royal Wolverhampton Trust.

7.4 *Vocational Curriculum*

- Applied Science remained popular with around ninety learners per year group.
- CAT Centre hosted Skills Minister and West Midlands Mayor for major announcements; student behaviour was highlighted as being exemplary during these visits.

7.5 *Aspire and Skills Development*

- Working Towards Employment stage 3 learners attended employment festival at Millenium Point
- Link established with Hereward Specialist College enabling learners to use a purpose-built Premier Inn facility.
- Employer links continued to expand, including supported internships local employers such as TotalKare.

7.6 **It was resolved** to note the Vice Principals' Termly Report.

8 **Students' Union Termly report**

8.1 K Ahmad introduced her termly report, highlighting a range of activities:

- Won 1st Runner-Up for the Education Service Award at the Birmingham Community Inspiration Awards, recognising community impact.
- Represented at Parliament for the Shadow Curriculum and Assessment Review launch and achieved second place nationally in NUS Petition Week for the "Fair Deal for the Future" campaign.
- President delivered keynote at Newcastle University event and attended NUS Campaigns Day to share best practices and collaborate on national priorities.
- Delivered a successful Freshers' Week, promoting inclusion and wellbeing through events and activities.
- Supported two student teams in bronze and silver Duke of Edinburgh expeditions, fostering resilience and teamwork.
- Launched two new student-led clubs: European Union Society and Hedgehog Heroes Society, promoting cultural exchange and sustainability.
- Expanded engagement through campus activities and social media, including Gamers Club at Advance Campus.
- Staff and leaders pursued professional development, including UEFA C Licence coaching and IT/AI courses.

- Contributed to Dudley MBC's "Plan for Neighbourhoods" regeneration initiative through student-led community research.
 - SU President appointed as NUS West Midlands Regional Leader to coordinate campaigns and represent student interests regionally.
 - Outlined plans for upcoming SU elections, new clubs, and involvement in AoC Student Leadership Programme focusing on EDI, sustainability, and women in sport.
- 8.2 K Ahmad further advised members of a transportation campaign which would be held in the new year, to which the WM Mayor, Police and Crime Commissioner, and the Minister for Transport had been invited.
- 8.3 The Chair expressed the thanks of the Corporation to K Ahmad and the Students' Union for their support of students at the College.
- 8.4 **It was resolved** to note the Students' Union Termly Report.

Strategic matters

- 9 **Commercially sensitive - IoT update**
This matter is the subject of a separate and confidential minute.
- 10 **Health Innovation Dudley update**
This matter is the subject of a separate and confidential minute.
- 11 **Master Collaboration Agreement - Annual Strategic Review Meeting**
The Chair presented the minutes of the annual strategic review meeting between Dudley College Corporation and Dudley Academies Trust Board of Trustees held on 6th October 2025. The meeting had received an update on the strategic projects being undertaken as part of the Master Collaboration Agreement.
- 11.1
- 11.2 **It was resolved** to note the minutes of the Annual Strategic Review meeting.
- 12 **College of Technical Excellence in Construction (CTEC) update**
- 12.1 The CEP presented an update on the College of Technical Excellence in Construction (CTEC). The delivery plan had been submitted to the DfE and approved. CTEC was one of ten Technical Excellence Centres nationally and would act as a regional hub to support all providers in construction, with the aim of boosting skills, innovation and progression.
- 12.2 Appointments had been made to the role of Head of CTEC and the College's experienced Contracts and Partnerships Compliance Manager had been seconded to the project. Revenue funding of £500k had been confirmed, with capital funding yet to be determined.
- 12.3 The CEP outlined the five objectives set by the DfE:
- Boost construction skills provision
 - Deliver high-quality teaching and curricula

- Enhance employer engagement and investment
- Collaborate across the FE sector
- Support learner progression

12.4 Short- and medium-term goals included mapping regional provision, engaging employers, hosting CPD events, supporting learners with work readiness, and strengthening school engagement. Collaboration and employer engagement would be developed through a hub-and-spoke network, joint CPD, and curriculum design partnerships.

12.5 **It was resolved** to note the update on College of Technical Excellence in Construction.

Audit and Finance Matters

13.0 **Minutes of audit committee held on 30th September 2025**

13.0.1 W Davies presented the draft minutes of the meeting held on 30th September, noting that a number of items were recommended by the Audit Committee and therefore included on the current agenda. Other matters considered by the committee had included:

- Audit Committee's self-assessment of its own performance 2024/25.
- Internal audit progress report.
- Rolling schedule of audit recommendations.
- Data protection and Freedom of Information annual report.
- Cybersecurity annual report.

13.0.2 **It was resolved** to note the minutes of the Audit Committee meeting held on 30th September 2025.

13.1 **Annual internal audit report**

13.1.1 The CFO presented the Annual Internal Audit Report which set out the work carried out by RSM in the 2024/25 academic year, including recommendations made in each category, and RSM's performance against plan.

13.1.2 The summary of internal audit work completed in 2024/25 was noted as:

- Capital projects controls – partial assurance
- Data protection and freedom of information compliance framework - advisory
- Learner number systems – compliance
- Student experience framework: 16 to 18 bursaries - compliance
- Key financial controls – substantial assurance
- Follow-up – reasonable progress

13.1.3 As a result of their work six advisory, two high, 10 medium and 9 low priority actions were agreed.

13.1.4 Based on their work, RSM had reported the College continued to have an adequate and effective framework for risk management, governance, and internal control in place, with the recommendations made throughout the year helping to identify further enhancements to the framework or risk management

governance and internal control. The green/yellow opinion was consistent with that provided in 2023/24 and also the opinion awarded to most FE colleges.

13.1.5 RSM had also provided information on the wider services they had provided and how their work met relevant internal audit standards.

13.1.6 **It was resolved** to note the annual internal audit report.

13.2 **Regularity self assessment questionnaire**

13.2.1 The CFO presented the regularity self-assessment questionnaire which was based on a template provided by DfE to support college corporations in drafting the statement of regularity, propriety, and compliance.

13.2.2 The regularity self-assessment questionnaire had been provided to Bishop Fleming to support their external audit work and had been considered and recommended by audit committee, who had been satisfied that responses were full and complete and that no issues were highlighted as a result of the responses provided.

13.2.3 **It was resolved** to approve the regularity self assessment questionnaire.

13.3 **Business Continuity Plan**

13.3.1 The CFO advised that the business continuity plan had been reviewed and updated to ensure that it continued to meet business need. The material changes were noted as:

- Additional information provided on the College's response to the Terrorism (Protection of Premises) Act including reference to the fast-moving incident plans.
- An update to the disaster recovery team to include the Head of Security.

13.3.2 The intention was to test the plan during the current academic year with the support of the College insurers, and also to conduct a fast-moving incident simulation once training and communications had been rolled out.

13.3.3 *The Chair suggested that it would be helpful to include within the plan actions to ensure that all Corporation members were kept informed of any business continuity issues and the CFO agreed to look at incorporating this into the plan.*

13.3.4 **It was resolved** to approve the Business Continuity Plan.

13.4 **Report on compliance with College Financial Handbook 2025**

13.4.1 The DCG advised that the College Financial Handbook was updated for 2025, taking effect from 1st August. At its meeting on 30th September, the Audit Committee had considered a report which included:

- A summary of the changes in the CFH 2025.
- A comprehensive compliance tracker mapping the College's position against all requirements of the College Financial Handbook 2025.
- Clear identification of changes introduced since the 2024 edition.

- 13.4.2 The Audit Committee had reviewed the detailed compliance tracker and agreed that the College had robust arrangements in place to achieve and evidence full compliance.
- 13.4.3 In addition, the Remuneration Committee had received an update in relation to changes regarding Senior Pay approval thresholds and severance payments. The Senior Remuneration Policy had been updated to reflect these changes and would be covered at agenda item 19.
- 13.4.4 Members were signposted to the full College Financial Handbook which was available on the gov.uk website.
- 13.4.5 **It was resolved** to note the updated College Financial Handbook 2025 and audit of compliance.
- 13.5 **Risk management annual report/review of risk register**
- 13.5.1 The CFO reported that the College continued to proactively deliver its risk management strategy, with regular updates provided to sub-committees and the Corporation. The risk register had been updated for 2025/26 to reflect external factors such as curriculum reform, cyber security, the Terrorism (Protection of Premises) Act, and increasing use of artificial intelligence.
- 13.5.2 Under the new leadership team, a revised Risk and Assurance Policy had been adopted, incorporating the board assurance framework previously discussed with RSM.
- 13.5.3 Good progress had been made on risks identified in 2024/25, with most actions implemented; outstanding risks relating to apprenticeships, work experience and sustainability had been carried forward. Residual risk scores were higher, reflecting a more open appetite to risk.
- 13.5.4 The report also included RSM's Emerging Risk Radar report, which showed alignment to the College's risk register.
- 13.5.5 In response to a question from N Gupta, the CFO confirmed that AI was flagged as a high risk due to its wide impact on students, curriculum, staff development and business processes.
- 13.5.6 **It was resolved** to note the risk management annual report and approve the risk register.

Finance, Estates and Resources matters

14 Human Resources Annual report

- 14.1 The Director of Human Resources presented the Human Resources annual report, providing an update on key issues for 2024/25. The Corporation noted the following:
- 14.2 *Staffing*
- Total headcount increased to 823, including additional posts focused on mental health and wellbeing.

- Recruitment included three new Senior Post Holders.

14.3 *Equality, Diversity & Inclusion*

- Staff declaring a disability rose by 0.5% to a record 9.5%.
- Staff from ethnic minority backgrounds increased by 1%, now 4% above Dudley census data and aligned with England census data.
- Further EDI analysis to be presented at the next meeting.

14.4 *Workforce Metrics*

- Average length of service was 10.4 years.
- Staff turnover decreased by 1% to 12%, well below the AoC sector average of 17.8%.

14.5 *Staff Satisfaction Survey results*

- Scores of over 90% in all questions, with 95% of staff confirming that they understood their role and contribution.
- Areas for improvement from the survey included internal communications and feedback on complaint outcomes. These items were being followed up.
- A more detailed presentation of the survey results including benchmarked data would be presented at a future meeting.
- Terms of Reference for an Employee Voice Group were currently being drafted.

14.6 *Absence Management*

W Davies noted that 20% of staff had been spoken to regarding their absence record which was considered high. The Director of Human Resources noted that this was linked to post-Covid trends and was an area of focus to look at actions to reduce this number.

14.7 **It was resolved** to note the Human Resources annual report.

15 **Management accounts to July 2025 year end**

15.1 The CFO presented the management accounts to July 2025, showing the operating position for the full financial year against the revised budget approved by the Corporation. A final set of audited accounts, including year-end adjustments and FRS102 pension entries, would be presented in December.

15.2 *Financial Position*

- Period 12 reported a surplus of £1,195k, which was £1,177k favourable to budget and £533k favourable to forecast.
- All financial KPIs were achieved, with indicators rated green.

15.3 *Income and Expenditure*

- Income was £484k (0.9%) favourable to forecast, driven by higher-than-expected funding for High Needs element 3, apprenticeships, and other grants.
- Pay costs were £60k adverse (0.2%), reflecting year-end accruals including holiday pay.
- Non-pay costs were £101k favourable (0.7%), with further reviews and accrual adjustments expected in the final accounts.

- Depreciation costs and release of deferred capital grants were an estimate due to a system error which had now been resolved. This had resulted in a positive variance of £246k. Accurate figures would be included in period 13 accounts.

15.4 *Cash and Grant funding*

- Cash position at year end was £7m, compared to a budget of £6.1m, supported by additional income and unscheduled receipts.
- A £2.1m condition grant was received from DfE and recorded as restricted cash.
- Loan covenants were expected to be met; financial health was rated Good.

15.5 In response to a question from W Davies relating to budgeted service charges from the IoT, the CFO confirmed the accounts were consolidated and so included both TTPL and the College.

15.6 **It was resolved** to approve the management accounts to July 2025.

16 **Management accounts to September 2025**

16.1 The CFO presented the management accounts for September 2025, showing the position two months into the financial year. Variances to budget were minimal due to limited teaching activity in August. The operating position was £1,020k, which was £256k favourable to year-to-date budget, driven by additional 16–19 funding awarded by DfE in July. The report noted that:

- All KPIs were achieved with green indicators.
- Income was £213k favourable to budget; other variances were immaterial at this stage.
- Pay and non-pay costs were on budget.
- Cash position remained strong at £9.4m compared to a target of £6.5m, supported by:
 - o £1,170k DLSF income (to be transferred to a separate account),
 - o £785k additional income for 16–19, apprenticeships and WMCA ASF,
 - o £191k saving on pay costs from 2024/25,
 - o £536k saving on capital spend due to revised profile.
- Forecast cash remained c. £2m above budget over the next 12 months, reflecting additional 16–19 funding.

16.2 A revised budget incorporating additional income and associated costs was being prepared for consideration at the next Finance & Estates Committee.

16.3 **It was resolved** to approve the management accounts to September 2025.

17 **Health and Safety Annual Review 2024/25**

17.1 The Executive Director of Estates and Capital Projects presented the annual Health and Safety review which summarised the main health and safety issues and developments for the previous academic year. He noted that:

- The college Health, and Safety committee met termly, and reviewed any issues and performance.
- The Health and Safety Policy and Procedures were reviewed.

- A number of health and safety training courses were delivered, which included essential Health and safety training required by all staff using the online 'Every' system.
- Accident statistics increased this year by 26% overall, some sites had seen an increase and were being monitored and audited to help make improvements. Analysis had taken place and it had been noted that increases were predominantly in relation to students not staff. The EDECP felt that the increase was partly attributable to increased reporting through a more accessible online system.
- HSE reportable accidents increased from 3 to 5. All were of a minor nature following a more than 7 day absence, or students taken directly to hospital.

17.2 The Health and Safety Action Plan for 2024/2025 agreed at the March Corporation had been progressed and would continue to form the plan for improvement during 2025/2026.

17.3 **It was resolved** to note the Health and Safety Annual Review.

Governance and compliance matters

18 Terms of reference – Audit Committee and Remuneration Committee

18.1 The DCG advised that the committee terms of reference for Audit Committee and Remuneration Committee had been reviewed and were recommended by the relevant committees for approval. Any changes to the previous version were tracked for ease of reference.

18.2 **It was resolved** to approve the terms of reference for Audit Committee and Remuneration Committee.

19 Policies for approval

19.1 The DCG advised that a large number of policies were included on the agenda, and these had been consolidated into one item with an accompanying summary of changes. The full policies were available in the Document Library of Convene for reference.

19.2 The following Human Resources Policies and Procedures were presented by the Director of Human Resources:

19.3 *Whistleblowing Procedure*

The policy had been updated to reflect job title changes but there were no substantive changes to the policy.

19.4 *Pay Policy*

The pay policy had been amended to reflect the change of pay date from 1st August 2025.

19.5 *Disciplinary Procedure*

Updated to allow the HR Director to suspend an employee.

19.6 The DCG advised that J Adams had requested that his comments on the proposed changes were considered by the Corporation. He had expressed

reservations on including the HR Director in this capacity, due to the preference for the HR department to remain neutral in any disciplinary matters. It was agreed that legal advice would be taken on this point and the policy would be represented for approval at a future meeting.

- 19.7 *Grievance Procedure*
Updated in line with the AoC standard grievance procedure which now included guidance on collective grievances and a change to reduce the stages from 4 to 3.
- 19.8 *Harassment for Employees Procedure*
Updated to take into account the new duty under the Equality Act 2010 and was based on the standard AoC policy template.
- 19.9 *Performance Management Policy*
Amended to reflect the planned change to the PMR year from the current calendar year to run in line with the academic year and to reduce the reviews from 3 reviews and a summative review, to 2 reviews and a summative review. These changes had been made following recommendations from a PMR working group consisting of representatives from professional services, academics, managers and trade unions.
- 19.10 The following policy was presented by the Executive Director of Estates and Capital Projects:
- 19.11 *Health and Safety Policy*
The policy had been reviewed and updated to include reference to current legislation. It was agreed that although the policy was agreed, it would be helpful to take this to the next meeting of the Finance and Estates Committee for a deeper review.
- 19.12 The following policy had been recommended by the Audit Committee:
- 19.13 *Risk and Assurance Policy*
The key changes were as follows:
- New sections on controls mapping and assurance.
 - Creation of a new risk scrutiny group attended primarily by middle managers who provided challenge to senior management on the effectiveness of controls in place.
 - A new section on capital project risk management.
- 19.14 The following policy had been recommended by the remuneration committee:
- 19.15 *Senior Post Holder Remuneration Policy*
Amended to reflect changes to the College Financial Handbook (CFH) 2025 guidance on controls relating to senior pay.
- 19.16 **It was resolved** to approve the following policies and procedures: Whistleblowing Procedure, Pay Policy, Grievance Procedure, Harassment for Employees Procedure, Performance Management Policy, Health and Safety Policy, Risk and Assurance Policy, Senior Post Holder Remuneration Policy.

20 **Scheme of delegation and policy framework**

20.1 The DCG presented the revised scheme of delegation and policy framework. The scheme of delegation had been reviewed in line with the new College Financial Handbook and included in the appendices an updated list of those College policies which were reserved to the Corporation for approval, showing the SLG lead responsible for drafting and which committee was responsible for review/recommendation for approval. The key changes to the document were highlighted through tracked changes.

20.2 **It was resolved** to approve the scheme of delegation and policy framework.

21 **Governor link plan**

21.1 The DCG provided a presentation on proposed approaches to the governor link activity for the coming year. Members endorsed the approach to focus activity around key themes which aligned to the new Ofsted framework:

- Quality of Education and Impact.
- Learner Behaviour and Attitudes.
- Personal Development, Mental Health & Wellbeing.
- Safeguarding, Risk & Cybersecurity.
- Inclusion to include SEND and broader EDI strategy.
- Employer & Skills Engagement.
- Digital Innovation & Sustainability.

21.2 The Chair noted that it would be helpful to incorporate some virtual activities to support members' attendance and engagement.

21.3 [The DCG advised that she would circulate the list of topics with an invitation for members to select areas of interest and then the programme would be developed for the year.](#)

21.4 **It was resolved** to endorse the approach to governor link engagement for 2025/26.

22 **Corporate Member of Dudley Academies Trust**

22.1 The DCG advised that Dudley College of Technology was a Corporate Member of Dudley Academies Trust. The College, as an organisation, held this position under the Trust's Articles of Association and exercised its rights and responsibilities through a nominated representative. The nominated individual acted solely as the Corporation's nominee and did not hold personal Membership of the Trust in their own right.

22.2 Following the resignation of Lord Austin, the Corporation was therefore required to nominate a new Member to take on this representation. [The DCG advised that she would follow up with members by email to invite expressions of interest with the aim of confirming an appointment at the December meeting.](#)

22.3 **It was resolved** to note the requirement to appoint a representative for the role of Corporate Member of Dudley Academies Trust.

23 **Any Other Business**

23.1 There were no further items of part 1 business.

24 **Date of next meeting**

24.1 9th December 2025

Susanne Davies, Steve Johnson, Simka Rifai, Kaynat Ahmad, Mireille Digard and Paul Hartridge left the meeting.

The part 2 meeting was the subject of a separate confidential minute.

Approved by Corporation members at the meeting held 9th December 2025.