

Agenda No: 02



## MEETING OF THE BOARD OF GOVERNORS – Main Minutes

Wednesday 13 December 2023 – 4pm to 6pm

<b>Governors</b>	<b>Type</b>	<b>Initials</b>	<b>Attendance</b>	<b>Apologies</b>
Michael Wood-Williams	Chair / Independent	MWW	X	
David Alexander	Principal / CEO	DA	X	
Martin Hedley	Vice Chair / Independent	MH	X	
Aneela Ali	Vice Chair / Independent	AA		X
David Brind	Independent	DB	X	
Lisa Crichton-Jones	Independent	LCJ	X	
Carol Davenport	Independent	CD	X	
Martin Gannon	Independent	MG	X^	
Darren Curry	Independent	DCu	X	
Claire-Jane Rewcastle	Independent	CJR		X
Eamon Toland	Independent <i>Appointed at this meeting</i>	ET	X	
Maria Craig	Independent <i>Appointed at this meeting</i>	MC		X
Richard Wensley	Staff Governor (Teaching)	RW	X	
Sharon Kinleyside	Staff Governor (Support)	SK	X	
Will Berridge	Student Governor (16-18)	WB	X^	
Morgan Penaluna	Student Governor (19+)	MP	X	
<b>Clerk</b>				
Nicola Taylor	Director of Governance & Compliance	NT	X	
<b>Attendees</b>				
Chris Toon	Deputy Principal: Curriculum and Quality	CT	X	
Jeremy Cook	Deputy Principal: Finance and Resources	JC	X	
Ivan Jepson	Director of Business Development and Innovation	IJ	X	
Nadine Hudspeth	Director of Brand and Learner Experience	NH	X	
Vicki Casey	Director of People & OD	VC	X	
Deni Chambers	Director of Curriculum & Skills	DCh	X	
David Hoose	External Auditor	DH	X*^	

\*Attended via Teams / ^Attended for part of the meeting.

**3341 1. Chair's welcome, apologies, conflicts of interest**

- A) The Chair opened the meeting and welcomed the attendees. The Chair made specific welcome to ET and introductions took place.

Apologies had been received from AA and CJR. **The Board agreed that the meeting was quorate.**

The Chair noted that since the last Board Meeting, Mike Welsh had resigned as a governor from the Board. Recruitment would begin in the new year to appoint an independent governor with appropriate skills and knowledge to join the Curriculum & Quality Standards Committee.

DH (External Auditor) would be in attendance for item 6.

It was noted that MG had a conflict of interest relating to Gateshead International Stadium and would therefore be asked to step outside of the meeting for Item 5.

There were no additional conflicts of interests noted. Members were reminded to declare any conflicts which arose during the meeting. It was agreed members would remain in the meeting where their appointment / reappointment would be discussed.

***The update was noted.***

- B) Appointment of Independent Governors

NT presented the report which noted the request to approve the appointment of ET and MC following a recruitment exercise undertaken and recommendation by the Governance Committee.

**The Board approved the appointment of Maria Craig as an Independent Governor, and member of the Audit Committee, for a term of 4 years (12 December 2027).**

**The Board approved the appointment of Eamonn Toland as an Independent Governor, and member of the Audit Committee, for a term of 4 years (12 December 2027).**

***The Independent Governors were appointed.***

**3342 2. Minutes of Last meetings**

- A) The Board **reviewed** the main minutes of the meeting held on 25 October 2023 and **agreed** that they were a true and accurate record of the meeting.
- B) The Board **reviewed** the confidential minutes of the meeting held on 25 October 2023 and **agreed** that they were a true and accurate record of the meeting.
- C) The Board **reviewed** the meeting notes of the Autumn Board Strategy Day held on 26 October 2023 and **agreed** that they were a true and accurate record of the meeting.

***The minutes were approved.***

**3343 3. Matters arising and Action Log**

The action log was presented, noting that four actions remained ongoing and would be completed in due course.

***The report was noted.***

#### 3344 4. Chair's Report

The Chair provided a verbal update which covered the following:

- Updates relating to the Association of Colleges (AoC), such as the focus of National Colleges Week. The Chair suggested that the Board sign up for the AoC briefings.

**Action: NT to send out details for AoC briefing sign up.**

- Horizon scanning, regarding the results of the Board Self-Assessment and the External Governance Review, noting that governors had suggested a session on future horizon scanning linking with potential future risks and opportunities.
- The sole use of AdminControl for issuing papers going forward.
- The implementation of the "meeting evaluation" across all Board and Committee meetings, with a specific focus on outcomes achieved.
- Link governor roles as follows:

Governor	Link Role	Exec Lead
Michael Wood-Williams	Safeguarding	Nadine Hudspeth
Aneela Ali	EDI (Equality Diversity and Inclusion)	Vicki Casey
Aneela Ali	Learner Voice	Nadine Hudspeth
Martin Hedley	Board Development	Nicola Taylor
Darren Curry	Digital	Chris Toon
David Brind	Sustainability	Nadine Hudspeth
TBC – Expressions of interest sought	Planning & Performance	Deni Chambers

**Action: Expressions of interest to be registered for the Planning and Performance Link Role.**

The Board queried the following:

- If annotations on AdminControl could be downloaded if the system was changed in the future – it was confirmed this would need to be checked.

**Action: NT to check regarding downloading of documentation if an alternative system was used for the Board portal.**

- The deciding and focus of link governors – it was noted that the areas highlighted linked to the College's Strategic Plan and the recent Board strategy day conversations. It was further queried as to whether the link roles should link to risk – it was suggested that the purpose of the roles were to gain additional assurance within a specific area which linked to current and ongoing strategy development and therefore a task and finish approach may be applied with other areas considered in the future. The areas didn't presently specifically link to risk.

*WB joined the meeting.*

**The update was noted.**

## 3345 5. Principal's Report

### A) Main Report

*MG left the meeting.*

DA presented the report and highlighted the following:

- Engagement with the Department for Education (DfE) was increasing. There were now termly conversations in place, as well as the annual strategic conversation (due to take place in May / June 2024). The College had agreed to do a piece of work relating to the curriculum efficiency and financial support model, with the scope to be agreed. Feedback on this would be provided to the Finance & General Purposes Committee and Curriculum & Quality Standards Committee.
- The 2023/2024 College pay offer had been accepted. The Finance & General Purposes Committee noted the sensibility of the approach taken regarding the current and future affordability of the offer.

The Board **noted their thanks** for the work undertaken and positive conclusion of this.

- *Covered under a confidential minute.*
- The College had been successful in the College led consortium bid to the DfE to deliver a range of Wave 4 digital skills bootcamps beginning in early 2024, with last enrolment for the course being in July 2025.
- The College had celebrated a number of successes since the last report, including the winning of the 'Skills Developer' award at the Dynamites Awards, dance students performing at 'Can You Dance' in Liverpool and also at the North East Chamber of Commerce annual Inspiring Female Awards at Newcastle Civic Centre, students travelling to Krakow with Holocaust Education Trust to join the lessons from Auschwitz trip, the launching of the LGBTQIA+ student group, and the various activities relating to the College's Christmas charity appeal supporting the College's nominated charity Gateshead Foodbank, Mission Christmas and Crisis.

The Board **noted** the positive success stories.

***The report was noted.***

### B) High Level Summary Key Performance Indicators (KPIs) for the Board

DA presented the report and highlighted that three areas were RAG rated as amber; one relating to the staff: income ratio which was due to the timing of bootcamp activity, one related to energy consumption which linked to ongoing conversations at the Finance & General Purposes Committee regarding the creation of the Sustainability Strategy and revised KPI measures due an annual 5% reduction becoming more difficult to achieve, and one relating to governor skills coverage which would be updated following the appointment of the two new independent governors appointed during this meeting.

***The report was noted.***

*MG re-joined the meeting.*

## 3346 6. Financial Statements 2022/2023

*DH joined the meeting.*

### A) Audit Committee Annual Report 2022/2023

*Approved by the joint Audit and Finance & General Purposes Committee in December 2023.*

This report was a requirement of the Audit Code of Practice and was presented to the Board for information, concluding that:

- The Committee has operated effectively during the year and has fulfilled the remit of its terms of reference and the responsibilities set out therein.
- No issues of fraud or material irregularity were reported to the Committee during the financial year covered by the report.
- The College has continued to review, plan and implement recommendations for continuous improvement.
- The College has adequate and effective assurance arrangements and assurance over subcontracting and the framework of governance, risk management and control processes for the efficient and effective use of resources, solvency and the safeguarding of assets is effective.
- Opportunities for further improvement remain.

The report had been presented the Audit Committee on 7 November 2023 and approved at the Joint Audit and Finance & General Purposes Committee on 1 December 2023.

***The report was noted.***

### B) Audit Regularity Self-Assessment Questionnaire

*Recommended by the joint Audit and Finance & General Purposes Committee in December 2023.*

This completed questionnaire was a requirement of the Audit Code of Practice. The questionnaire provided clarity and assurance on the accountability framework, key requirements and the type of evidence corporations may need to provide to their external auditor.

The Audit Regularity Self-Assessment Questionnaire was considered by the Joint Audit and Finance & General Purposes Committee on 1 December 2023 and was recommended for Board approval and signature by the Chair and Principal.

***The report was approved for signing.***

### C) Assessment of Going Concern

*Recommended by the joint Audit and Finance & General Purposes Committee in December 2023.*

This report was a requirement of the College Accounts Direction 2022/23 to provide an assessment of whether the corporation is a going concern and that preparation of the financial statements on a going concern basis is appropriate. The going concern basis assumes that the College has the resources needed to continue operating indefinitely and, as a minimum for the purposes of audit, for the 12-month period following the approval of the financial statements.

The assessment of going concern was considered by the Joint Audit and Finance & General Purposes Committee on 1 December 2023 where it recommended the judgement that Gateshead College is a going concern for auditing and reporting purposes.

JC confirmed that following a query from the Finance & General Purposes Committee, further work would be undertaken regarding a sensitivity analysis relating to bank covenants which would provide the Finance & General Purposes Committee with additional assurance going forward. It was confirmed that this query did not relate to any concerns and instead helped with understanding.

***The report was approved.***

D) External Auditor Findings Report

*Reviewed by the joint Audit and Finance & General Purposes Committee in December 2023.*

This report was a requirement of the Audit Code of Practice. No significant issues or concerns were identified in the Auditor's report. DH (External Auditor) indicated that their audit opinion and regularity report would be unqualified.

DH noted some minor changes and recommendations highlighted within the report however provided reassurance that these were minor amends and the findings compared favourably to the sector.

The Chair of the Joint Audit and Finance & General Purposes Committee (MH) noted that the Committee had been assured with the audit outcome.

***The report was noted.***

E) Letters of Representation

*Recommended by the joint Audit and Finance & General Purposes Committee in December 2023.*

As part of the external audit process, there was a requirement to provide the External Auditor with written confirmation that the College had:

- Met all responsibilities and followed relevant guidance and legislation.
- Provided access to information documents and people.
- Not withheld information from the auditor.
- Disclosed any fraud or suspected fraud.
- Confirmed that there is nothing to indicate a risk of being unable to continue operating as a going concern.

The letters were considered by the Joint Audit and Finance & General Purposes Committee on 1 December 2023 and were recommended to the Board for approval.

***The letters were approved for signing.***

F) Subsidiary Financial Statements

*Recommended by the joint Audit and Finance & General Purposes Committee in December 2023.*

The financial statements for the Gateshead College Foundation and North East Apprenticeship Company (NEAC) were presented.

The audit reports of both entities were unqualified, and the accounts were consolidated within the financial statements of Gateshead College.

Both sets of financial statements were considered by the Joint Audit and Finance & General Purposes Committee on 1 December 2023 and were recommended to their respective Boards for approval.

JC confirmed that both sets of financial statements had been approved and signed off by their respective Boards.

***The report was noted.***

#### G) Gateshead College Financial Statements

*Recommended by the joint Audit and Finance & General Purposes Committee in December 2023.*

The financial statements were prepared using the figures included in the July 2023 management accounts which were considered by the Finance & General Purposes Committee in September 2023 and updated prior to presentation to the Board in October 2023. The year-end position reported a surplus. A reconciliation of movements during the audit process had been provided.

The current self-assessment of the College's financial health, using the ESFA measures, was rated as outstanding.

The draft financial statements were presented to the Joint Audit and Finance & General Purposes Committee on 1 December 2023 where they were reviewed and recommended for approval.

***The financial statements were approved for signing.***

The Student Governor (MP) noted her intention to attend some of the upcoming AoC Finance Masterclasses to help with her knowledge and understanding.

The Board **noted** their thanks for the College staff involved in the positive outputs, and to the auditors for their work in this area.

JC confirmed that the financial statements would be submitted to the ESFA and published on the College website.

***The report was noted.***

### 3347 7. Finance Update

JC presented the report and highlighted the following:

- The report included the management accounts for October 2023 which had been reviewed and approved for presentation by the Finance & General Purposes Committee. The College were currently showing a slight variance against the budget to date; however, forecasting was showing the College would generate a final year end outturn which was likely to exceed the budget at year-end and enable investment. The College had exceeded the 2023/24 16-18 learner number target set by the ESFA. Apprentice recruitment and provision was strong however there were a number of apprentices to formally convert to completion. Further work was being undertaken relating to adult provision to validate the projections

for the remainder of the year. The accounts did not include the successful bootcamp bid which was noted in Item 5. Bank covenants had been met, cashflow was healthy and the College had self-assessed financial health using the ESFA's metrics for 2023/24 as Good.

- *Covered under a confidential minute.*
- The report also covered indicative grant funding allocations relating to the North East Mayoral Combined Authority (NEMCA), with the opportunity to bid for more funding relating to the adult education budget and this being from within one pot, rather than devolved and non-devolved.
- *Covered under a confidential minute.*

The Board **noted their thanks** to all staff involved and the level of reporting.

**The Board approved delegated authority for any changes to the Subcontracting Plan for 2023/2024 to be approved by the Chair of the Board and the full Finance & General Purposes Committee.**

*The report was noted.*

**3348 8. Quality Self-Assessment Report (SAR) 2022/2023 and Quality Improvement Plan (QIP) 2023/2024**

*Recommended by the Curriculum & Quality Standards Committee in November 2023.*

CT presented the report and highlighted the following:

- The SAR was an annual process, scrutinised by the Curriculum & Quality Standards Committee.
- The process was built from course review and evaluation to a departmental level SAR to an overall College SAR.
- The SAR linked to the areas covered by the Education Inspection Framework (EIF) used by Ofsted.
- The reporting of strengths should mirror the reporting received by the Curriculum & Quality Standards Committee and Board throughout the 2022/2023 academic year,
- There were 9 areas for improvement identified which informed the QIP for 2023/2024.

The Board **noted their thanks** to all staff involved and the level of reporting.

**The Board approved the Self-Assessment Report for 2022/2023 with an overall grading of Grade 2.**

**Action: CT to share approved SAR with Ofsted.**

*The SAR was approved.*

**3349 9. Board Self-Assessment Report 2022/2023 and Board Development Plan 2023/2024**

*Recommended by the Governance Committee in November 2023.*

NT presented the report and highlighted that:

- The report sets out the process for the Board Self-Assessment 2022/2023, alongside a summary of the findings and suggested actions to take forward.



Actions related to areas of reporting, assurance and Board development / engagement.

- The report also included the Board Development Plan for 2023/2024, which is to be further updated with any actions following the College External Governance Review. The progression of the plan would be monitored by the Governance Committee.
- The Board was asked to approve the Board Self-Assessment for 2022/2023 and the Board Development Plan for 2023/2024.

***The report was approved.***

### **3350 10. External Governance Review**

NT presented the report and noted that a draft report had been received and a meeting had taken place between NT, MWW and SC (External Reviewer) to discuss any feedback (including feedback from DA) and suggested amends. A final version was expected.

The outcome of the report was positive, noting the overall conclusion on Board effectiveness was that there was strong evidence the Board was highly proficient and consistently impacted positively on college strategy, effectiveness, and outcomes.

The report set out recommendations which would be considered by the Governance Committee and a proposed action plan (via the Board Development Plan) would be presented to the Board in order to agree next steps.

A summary version of the report would be provided to publish on the College's website.

The Chair (MWW) noted that the External Reviewer had spoken highly of the governance and work of the Board, considering the Board to be high performing. The recommendations related to small improvements to continue with this journey.

**Action: NT to circulate final report once received.**

***The report was noted.***

### **3351 11. Policies and Annual Reports**

#### **A) Risk Management Policy**

*Recommended by the Audit Committee on 7 November 2023.*

For 2022/2023 a Risk Management Annual Report was submitted to the Audit Committee to provide additional assurance of the Risk Management framework to the Audit Committee.

The review of the Risk Management Policy was brought in line with this annual reporting to allow any lessons learned to be factored into the policy review.

The revised policy was presented for Board approval, following recommendation from the Audit Committee.

**The Board approved the Risk Management Policy.**

**Action: JC / NT to process Risk Management Policy approval.**

B) Financial Regulations

*Recommended by the Finance & General Purposes Committee on 1 December 2023*

In order to clarify approval thresholds and ensure consistency it was proposed that the financial regulations were amended/simplified and for thresholds to apply to all expenditure.

This was presented to the Finance & General Purposes Committee on 1 December 2023, which was subsequently recommended, and the finalised revised document was presented for approval.

**The Board approved the Financial Regulations.**

**Action: JC / NT to process Financial Regulations for approval.**

C) Admissions Policy

*Recommended by the Curriculum & Quality Standards Committee on 23 November 2023.*

An Admissions Policy had been drafted which outlined the College are committed to providing a fair, open, and inclusive admissions process that supports and guides each individual applicant. The College value diversity, equality and inclusion and work to make sure that the college is a place where everyone is valued, feels they belong and can access a high-quality learning experience.

This policy outlined the College's practice for managing the admissions of learners and aims to provide a fair and consistent process. It was application to all learners, and covered the learner journey, from initial inquiry to the start of the course.

There was a query raised at the Curriculum & Quality Standards Committee as to whether the policy complied with the Office for Students (OfS) in relation to HE (Higher Education) learners. The College were awaiting final confirmation and there may be some small wording changes required.

The Board was asked to approve the Admissions Policy, noting that some final wording amends may be required once confirmation had been received relating to compliance with the OfS.

**The Board approved the Admissions Policy, noting that some wording amends may be required relating to compliance with the OfS.**

**Action: NH/ NT to process Admissions Policy approval (following confirmation of OfS compliance), including publication on the College's website.**

D) Modern Slavery and Human Trafficking Statement 2023/2024

*Recommended by the People Committee on 7 December 2023/*

The College were required to publish a Modern Slavery and Human Trafficking Statement and due for publication within six months after the end of the financial reporting year end.

**The Board approved the Modern Slavery and Human Trafficking Statement for 2023/2024.**

**Action: VC / NT to process Modern Slavery and Human Trafficking Statement for 2023/2024 approval, including publication on the College's website.**

E) Remuneration Committee Annual Report 2022/2023

Following adoption of the AoC Colleges Senior Post Holder Remuneration Code, each college must publish a readily accessible annual statement, based on an annual report to its governing body.

This report was approved by the Remuneration Committee on 19 October 2023 and now presented for information.

**The Board noted the Remuneration Committee Annual Report for 2022/2023.**

**Action: NT to publish the Remuneration Committee Annual Report for 2022/2023 on the College's website.**

***The report was noted and various documents approved.***

**3352 12. Corporation Matters**

NT presented the report and highlighted the following:

- Updates relating to governor recruitment.
- Recommendations from the Governance Committee regarding committee membership, re-appointments and future recruitment.
- The proposed revised Board Code of Conduct, which was a simplified version of the current version.
- The proposed adoption of the revised AoC Code of Good Governance.
- Board and Senior Post Holder Declarations of Interest which would be published on the College's website.
- The Education & Training Foundation (ETF) Governance Development Programme, with the recommendation for Board members to sign up to enhance their skills and knowledge.

**The Board approved the following:**

- **The appointment of CD as the Interim Chair of the Curriculum & Quality Standards Committee.**
- **The recruitment of an Independent Governor with an appropriate background and skillset suitable for the Curriculum & Quality Standards Committee, with the view to potentially be appointed as the Committee Chair.**
- **The move of DCu from the Audit Committee to the Finance and General Purposes Committee due to his Digital skillset.**
- **The appointment of DC to the Remuneration Committee.**
- **The re-appointment of AA for a 4-year term to February 2028.**
- **The re-appointment of MH for a 4-year term to March 2028.**
- **The Co-opted Governor Role Profile.**
- **The recruitment of co-opted governor(s) with an Estates / Property / Sustainability skillset to join the Finance and General Purposes Committee.**

- The revised version of the Code of Conduct.
- The adoption of the AoC Code of Good Governance 2023 with effect from 13 December 2023.

The Board confirmed that the Board and Senior Post Holder Declarations of Interest were up to date and relevant.

Action: NT to process appointment / re-appointments.

Action: NT to progress co-opted governor recruitment in relation to marketing and communications (approved at the July 2023 meeting) and estates, property and sustainability.

Action: NT to arrange electronic signing of the Board code of conduct.

Action: NT to carry out a compliance check against the new AoC Code of Good Governance and report to the Governance Committee ahead of the year end.

*The report was noted.*

### 3353 13. Committee Chairs Update

The report was presented, and the following updates were provided:

*Covered under a confidential minute.*

The Chair of the People Committee (LCJ) noted that, although not captured in the report as the Committee had met after the Board reports had been issued, the Committee received two annual reports; Human Resources and Health & Safety, which provided the Committee with assurance of these areas. The reporting had improved and there would be further work undertaken to ensure this reporting remained strategic and provided clarity of next steps. The Committee had also been able to look at the Staff Survey results for 2022/2023 in more detail. The People Strategy was in development and the Committee would be involved within the shaping of this by providing early input.

A member of the Audit Committee noted that the Committee had considered initial planning of the Internal Audit plan for 2024/2025 and future years, as well as discussing areas of cyber and risk management.

The Interim Chair of the Curriculum & Quality Standards Committee (CD) noted that the Committee had reviewed and considered the quality Self-Assessment, which included a deeper dive review into 3 departmental areas (Maths and English, Advanced Manufacturing and Engineering and the Jewish Academy). The provided the Committee with assurance of the bottom-up approach of the SAR and the proposed gradings. It was suggested that the C&QS (Curriculum & Quality Standards) SAR meeting (November) would be a beneficial meeting for other Board members to attend.

The Chair of the Finance & General Purposes Committee queried if there was anything for the F&GP Committee to consider in relation to Cyber, linking with the Digital Strategy, however there was nothing specific at this time.

The Chair of the Governance Committee (MWW) noted that the Committee considered the Board Self-Assessment in greater detail.

*The report and updates were noted.*

### 3354 14. Review of Strategic Risk Register

JC presented the report and noted that:

- The horizon scanning element of the report had been considered at the recent People Committee, noting that this was specific to the current Further Education (FE) landscape, and had queried whether this should be widened to recognise wider matters, such as the potential for an upcoming UK General Election. DA advised that there was awareness that a UK General Election was due to take place within the next year or so, but beyond this there was no real understanding of what, if any, specific risks and opportunities might emerge from this for the college sector and this would become clearer as policies emerged. The College Executive did consider the local, regional and national landscape, with the Executive Team looking to capture any emerging issues and would reflect on the inclusion of the General Election.
- Since the last meeting of the Board on 25 October 2023, the Executive Team has revised the residual risk score for *R9 Insufficient resilience to the threat of a cyber-attack leads to one or more of loss of data, fraud, business interruption, legal sanction and reputational damage*. The probability score has been reduced from 4 'more likely to occur than not' to 3 'equally likely to occur as not'. This reduces the residual risk score from 20 (High) to 15 (Medium).
- *Covered under a confidential minute.*

**The Board queried and discussed the following:**

- The reasoning behind the reduction in the Cyber risk – it was noted that the mitigations and measures against this risk were strong. There had been previous challenges regarding the continuation of the high score relating to the confidence within the mitigations. It was confirmed that although the residual risk score had been reduced the College would continue with the mitigations and the review of them. The impact of the risk remained the highest score (5). It was further discussed that the wording of the risk related to the resilience to an attack, rather than just the likelihood of an attack taking place.
- The wider lens relating to horizon scanning, specifically political changes and any potential implications of this. It was noted that the College were mindful of this however there was a high level of uncertainty relating to any potential changes / implications. It was **agreed** that this would be considered further by the Executive Team.

**Action: ET to consider the addition of political changes within the Horizon Scanning.**

It was noted that there was going to be a session on horizon scanning and risk at the Spring Board Strategy Day.

- The approach to risk management and scoring, noting that the register should inform the Executive Team in which risks to prioritise mitigations and a response to in terms of effort and resources.

***The report was noted.***

**3355 15. Any Other Business**

**Meeting Evaluation**

The Chair asked the attendees' comments regarding the meeting, the following comments were noted:

- There was a good level of information provided however papers were lengthy and complex, although it was noted that a lot of the information was required /

regulatory required, however the Board were mindful of the time taken to write / prepare / read papers.

- There had been engaging conversation and discussion, and there had been time to facilitate discussion on pertinent items.
- It had been a compliance heavy agenda, and this felt transactional at points.
- Accessibility of information should be considered further.
- There was a consistency in the level of assurance provided through committees.
- The Board had achieved the outcomes it had set out to.
- Great levels of assurance had been provided evidencing strong stable finances, high quality education and training, and strong governance.

**3356 16. Date of next meeting**

The next meeting was scheduled for Wednesday 24 April 2024 at 4pm.