

SSCP Meeting Minutes

Date: 18th December 2023

Time: 1pm- 4pm

Chair: Melanie John- Ross- Independent Chair/ Scrutineer

Minutes: Debbie Hulme, Senior Business Support Officer, SSCP

Venue: Microsoft teams

1. Welcome and Apologies Lead: Chair

Melanie John-Ross welcomed everyone to the meeting and introductions were made and apologies recorded.

Documentation pertaining to today's meeting has been shared in advance.

a. In attendance

Melanie John-Ross, Independent Chair and Scrutineer, Salford Safeguarding Children Partnership
Debbie Hulme, Senior Business Support, Salford Safeguarding Children Partnership
Kate Pollard, Head of Business & Impact, Salford Safeguarding Children Partnership
Melissa Caslake, Executive Director of Children Services, Salford City Council: People
Sayma Khan, Director of Children's Social Care, Salford City Council: People
Jane Slinger, Head of Safeguarding Children, Salford City Council: People
Kay Davidson, Head of Service (Barton Moss), Salford City Council: People
Karen Armfield, Head Teacher, Boothstown Methodist Primary
Debbie Blackburn, Director: Public Health Nursing and Wellbeing, Public Health
Diane Kinsella, Designated Nurse: Safeguarding Children & Looked After Children, NHS Greater Manchester Integrated Care
Elizabeth Walton, Assistant Director: Safeguarding & Quality, NHS Greater Manchester Integrated Care
Audrey McCoy, Acting Assistant Director, Northern Care Alliance
Michelle Williamson, Associate Director of Quality & Safety, NHS Greater Manchester
Danielle Buckley, Head of Probation Delivery Unit, Salford Probation
Simon Moyles, Detective Superintendent (Cluster Vulnerability), GMP
Yanica Weir, Detective Chief Inspector -Partnerships, GMP
Michelle Warburton, Voice and Influence Manager, Salford Community & Voluntary Services
Lee Matthews, Head of Youth Justice Service, Salford City Council: People (attended for item 8)
Heather Davis, Threats to Life Social Work Lead, Salford City Council: People (attended for item7)
Alison Barber, Detective Sergeant, GMP (attended for item 7)

b. Apologies received from:

Rebecca Bibby, Director of Early Help & School Readiness, Salford City Council: People

Tim Rumley, Children's Services Senior Manager, Salford City Council: People

2. Minutes of previous meeting Lead: Chair

Amendment to the September minutes – Item 13 Private Fostering Briefing Note.

Bullet Point 1 on page 8 should read: The Local Authority has a duty to promote the private fostering processes.

Action: Debbie H to amend - COMPLETE

The minutes were agreed as an accurate record of the meeting held 11th September 2023

3. Action Tracker Lead: Chair

The action tracker was reviewed and updated at the meeting. All closed actions will be transferred to the closed action tracker after the meeting.

4. SSCP Business Manager Report – Kate Pollard

Key areas were emphasised:

- There are current capacity issues within the Business Unit; there is just one Senior Business Support officer in post; SSCP Team members are undertaking additional responsibilities.
- Previously it was agreed to appoint a joint SSCP/SSAB Communication officer however due to the uncertain financial contributions for the SSCP it has been agreed to withdraw this proposal. The withdrawal of this post will result in significant initial savings for the next financial year. The SSCP Business Lead will contact Salford City Council's Comms Team to explore if they can support going forward. Kate will keep the partnership updated on progress.
- The SSCP funding arrangements are unresolved. This has been escalated to Exec Group and across GM. Greater Manchester Police have confirmed that funding is being considered by the Police and Crime Commissioner and City Mayor however to date they are not in a position to confirm their financial contributions. ICB future funding is also yet to be clarified and the funding matters have been formally logged on the Risk Register

It was noted that the funding issues raise significant challenges and financial uncertainty. This could have a significant impact on Safeguarding Partnerships/Boards across Greater Manchester.

It was reported that the above issues also raise challenges for the SSCP Business Lead to align future financial and strategic planning; this will be discussed further at the Executive Meeting 11th January 2024.

The Department for Education have published The Working Together to Safeguard Children 2023 Guidance, the Children's Social Care Statutory Framework 2023, and the Children's Social Care Data and Digital Strategy.

The revised WT guidance emphasises strengthening multi-agency working to support and protect children, young people and families.

In response to the publications, Partnership/Boards will undertake a review of the multi-agency safeguarding arrangements and the update arrangements should be published December 2024.

To support the review the Government has issued a one-off grant payment of £47,300 for each partnership/board. This money will provide additional resource to review the arrangements. The allocation of this grant will be discussed at the Exec on 11.01.24

A learning event is planned for January 2024 which will focus on implementing the WT changes. Additional sessions will be available during 2024 to share success, challenges and to establish if the Government need to develop further support guidance.

It was noted that the grant will need to be spent within this financial year (by the end of March 2024) and this gives the partnership just 3 months to support the reforms. The Chair proposed that this matter is given dedicated time at the Exec meeting; it was confirmed that this is an agenda item for the January Exec meeting.

At the recent GM Alliance Meeting discussion took place regarding the roles/responsibilities and the Terms of Reference in respect of the WT changes. Jane Slinger attends this meeting and will provide relevant updates at SSCP meetings.

Melanie and Kate will develop a briefing paper in respect of the changes and once finalised this will be shared with SSCP members.

Kate attended the Northwest Round Table Event 1st November 2023. The national panel shared themes from national reviews and serious incident notifications, these comprise of:

- Impact of the cost-of-living crisis
- CSA
- Exploitation
- Neglect
- Cultural Consciousness and race
- Elected Home Education
- Non-accidental injuries in children under the age of 2

It was noted that the above themes correlate with the local position.

The national panel have confirmed that they will undertake 3 national reviews which will focus on:

- Intrafamilial child sexual abuse and the challenges of identify CSA within a family network. The national panel have published their intention to commence this review and Kate has circulated the Terms of Reference for partners to consider. The findings will tri-angulate with the SSCP CSA audit
- Neglect and the cumulative effects on children and young people
- Race, Culture and Racism and how bias can affect professional decision making. The SSCP Cultural Consciousness guidance will feed into this review.

The Child Safeguarding Practice Review in respect of Family T is due to be finalised and the Extraordinary Board meeting will be held Wednesday 20th December 2023 to sign off the report.

It has been agreed that the full report will not be published due to the sensitive content and to protect the family's anonymity, however a joint learning event will take place to ensure the learning from the CSPR is shared.

At the last SSCP meeting GMP Colleagues gave an update on the 'Right Care, Right Person' programme. Workshops are now being undertaken to consider the implementation. Kate proposed that this be added to the SSCP risk register so this can be formally monitored. The partnership agreed to this proposal and Kate will action.

In the New Year the SSCP and SSAB will consider aligning the Section 11 Self-Assessment. Kate will ensure that SSCP members are updated on progress.

Action: Melanie John-Ross and Kate Pollard will develop a briefing paper in respect of the new arrangements

Action: Kate Pollard to integrate the 'Right Care, Right Person' programme to the Risk Register

5. How are we doing Update Q2 2023/24 – Sayma Khan

Key headlines were summarised:

- Bridge contacts have increased
- There is an increase in CP plans
- There is limited attendance from children's social care at learning briefings particularly at case review briefing sessions, this will be addressed by SSCP Subgroup members disseminating/promoting within their own service and encouraging attendance. Kate and Sayma will also discuss this matter outside of this meeting
- There is an increase month on month in the number of professionals/young people accessing the Mind of My Own app which is positive
- Work will be undertaken to measure the impact of the voice of the child and ensure that the Voice of the Child is the golden thread throughout services; this work is progressing
- Final draft protocol in relation to Young Person's Homelessness Pathway was presented at the SEG meeting. Two challenges were raised
 - Strengthening the Early Help offer when a young person is homeless or at risk of becoming homeless. Work is progressing with the EH service to consider the offer and to identify available support from other organisation/teams. A Parenting Team has been established within the EH service who will initially progress this work. A meeting will take place with relevant managers to consider the implementation of a robust response
 - Emergency out of hours bed/homeless provision for 16–17-year-olds. At present the out of hours arrangements are not effective as referrals cannot be submitted after 9pm due to staffing restrictions. The Commissioning Service and relevant managers will explore options in relation to the emergency bed provision to avoid young people presenting at A & E. It was recognised that the number of young people presenting as homelessness has significantly reduced.

Q: Will the National Framework be accessed to identify appropriate placements for 16–17-year-olds?

A: It is not necessary to consult the National Framework as SCC Commissioning Service have a number of accessible/appropriate providers.

At the SEG meeting it was noted that a Housing Officer is now placed within the Bridge team to undertake joint assessments with the social workers and early help practitioners. Concerns were raised that the HO may be withdrawn from the Bridge and this was raised as a risk.

Sayma has spoken with relevant Heads of Service and assured SSCP members that the HO will remain within this service.

Sayma reported that as Chair of the SEG meeting she will consider tangible/achievable actions and at the next SEG meeting members will work collectively to review these.

The Chair suggested that the SEG data be reviewed as progress is made with the new multi-agency safeguarding arrangements, this will avoid duplication.

6. OFSTED ILACS Inspection Update – Sayma Khan

The Inspection took place week commencing 6th November 2023 and initial verbal feedback was positive. The Executive Director for Children’s Services has had receipt of the draft report, this has been scrutinised by relevant parties and feedback/comments have been submitted to Ofsted. The final report will be published 12th January 2024 and this will be circulated to partners.

Sayma reported that during the verbal feedback the work of the partnership was acknowledged alongside robust multi-agency collaboration between partners across Salford. Sayma thanked SSCP members for their support during this period.

7. Salford Threat to Life (TTL) Arrangements & Governance – Heather Davis

The TTL service was launched by Children’s Services May 2021 and supported by Greater Manchester Police. The new model became permanent in May 2022 and relevant professionals from Children’s Services and Greater Manchester Police are now co-located.

The TTL team have formed links with housing, youth service and probation however these relationships require further development.

Alison informed the SSCP that the Probation Service has now appointed Offender Manager and relationships will be progressed/strengthened.

The Chair noted that there are a number of families in temporary accommodation due to threats to life and she asked the following:

Q: Are there unintentional consequences to children e.g., school moves etc and can the partnership offer support?

A: TTL service work to manage risk and keep disruption to a minimum. There are occasions when families have been moved out of the area and consequently children/young people have been transferred to a new school. The TTL service and respective school will work collaboratively and school staff will be actively involved in the transition and risk management.

It was reported that the current governance arrangements require review and SSCP members were asked to consider the reporting measures. Initial suggestions included

- Salford Safeguarding Children Partnership
- Salford Safeguarding Adult Board
- Community Safety Partnership

Kate has updated the Inter-Board protocol, this guidance includes work being undertaken by partnerships, multi-agency groups and governance arrangements. The TTL is not captured in the protocol.

It was acknowledged that there are multi-disciplinary themes across the above partnerships/boards and it was agreed that TTL will report to SSCP. Links will also be formed with further relevant boards. It was also suggested that the team develop key relationships with Adult Social Care.

Further advice was sought in respect of increasing relationship with a range of partners and Kate volunteered to provide Heather with the contacts details for operational groups. Jane suggested that Heather contact Safe in Salford Service and Claire Baddley (DA Services); Heather to consider.

Action: Kate Pollard will take forward the governance arrangements

Action: Kate Pollard to share Operational Group contact details with Heather

Action: Heather Davis to link with Adult Social Care, Safe in Salford and Claire Baddley

8. Youth Justice Board Update – Lee Matthews

The Youth Justice plan has been finalised, agreed and signed off.

A brief overview of content was given:

- Strategic Priorities
- National key performance indicators
- Innovation evidence
- Prevention – a Prevention Co-ordinator was appointed in February 2023. The Prevention Co-ordinator is working across the partnership and driving forward preventative strategies.

It was noted that the cohort of children/young people presenting to YJS are becoming younger and it was acknowledged that prevention work is vital.

The Choose for Change Project has been mainstreamed and two youth workers are working with the YJS on preventative measures, Lee reported that this is working well.

Last year the Youth Justice Board rated Salford's YJS plan as outstanding, the rating system is no longer used, however feedback from the Board is that this year's plan is of the same high standard.

The Youth Justice Service have had notification of their single agency inspection. This will commence 22nd January 2024.

The Inspectors will focus on:

- Governance and Leadership
- Partnership arrangements
- Staffing
- Information facilities
- 37 cases will be selected for consideration: 20 out of court cases and 17 in the court system

Following the inspection initial feedback will be received early February and the full report will be published May 2024.

An update on performance was highlighted:

- Re-offending rate is 25.4% which is 6% lower than the England/Wales average and 4% lower than Greater Manchester
- Data for the previous year was higher for 1st time entrants and arrests had increased, however recently there has been a reduction in this cohort (5.9%) which is positive. This evidences the impact of prevention work
- Custody figures have been challenging and the latest figures show that the custody rates are considerably higher than the national/regional average. This national data is a misinterpretation as the intelligence is outdated. Recent live figures conclude that there have been 3 custodial sentences within the last nine months. If this trend continues into quarter 4 the data will conclude that there is a significant reduction compared to the previous year

9. Barton Moss Annual Report – Kay Davidson

Barton Moss Secure Unit provides transparency, is open to scrutiny and welcomes feedback from relevant partners.

The Centre established a Governance Board and Education Oversight Group to provide oversight, support and prompt service improvements.

Kay invited SSCP representatives to become involved/contribute the Governance Board and/or Education Oversight Group.

Karen volunteered to raise the issue of Education Oversight Group representation at the SSCP Education Subgroup meeting.

If SSCP members are interested to be involved/contribute to the Governance Board and/or Education Oversight Group please contact Kay.Davidson@salford.gov.uk for further details.

An overview of key areas was highlighted:

An Independent visitor makes an unannounced visit each month and reviews how the centre is operating. The Independent visitor provides a report in respect of the service quality and this is shared with Ofsted, Barton Moss Governance Board, Youth Justice Board and Education Oversight Group. The Independent advocate also provides feedback to the Centre, parent/carers and professionals working with the young person.

Weekly visits are undertaken by Barnardo's who will meet individually with young people. There is also a 24-hour free phone helpline that young people can access in the privacy of their own bedrooms.

In certain circumstances physical restraint of a young person is necessary; physical restraint should only be applied when appropriate and proportionate, it was noted that the number of incidents are minimal. Reasons for restraint include:

- Risk to self or others
- Serious damage to property

Following an incident of physical restraint, the Local Area Designated Officer visits the Centre and will view the CCTV footage and review all written records of the incident to ensure that actions were appropriate. Parents/carers, allocated social worker and youth justice worker are also informed of these incidents. If restraints are deemed unnecessary a referral is made to the LADO.

Separation measures are also used when other forms of de-escalation have been exhausted. These measures are applied in certain circumstances:

- Risk to self
- Threats of violence to staff
- Threats of violence to peers
- Damage to property

When Young people meet the criteria for separation they are directed to their rooms or an alternative safe space. It was reported that the Centre work within the strict regulations as taking a young person liberty is significant.

The Youth Justice Board has written to all young people secure units as during Ofsted Inspections it was documented that use of separation measures is not always justified. Barton Moss have reviewed their records to ensure that actions were appropriate and results of the audit identified areas of good practice. Development areas were also identified, in particular the correlation between written records and decision making; the Centre is addressing these issues. It was agreed that the SQUA can support with this development area; Jane will identify an appropriate professional.

An Insight and Impact report has been developed and includes the needs of the young people, appropriate interventions and positive outcomes.

Further work in respect of the report is required and case studies will be incorporated into the document. Kay welcomed support from members to further develop the detail.

A multi-agency focus group will be established. The remit of the group will be to share ideas and strengthen communication with staff and increase participation and promote wellbeing opportunities.

Q: How is the physical and mental health of the young people maintained?

A: There is an extensive health team which is commissioned by NHS England, the team comprise of:

- GP
- Nurse
- Psychiatrist
- Community Psychiatric Nurse
- Speech and Language Therapist
- Occupational Therapist
- Dentist
- Optician

The health team work within normal office hours, this can be challenging as Barton Moss is a 24 hour/7 days a week service. When required young people are transported to Accident and Emergency (Panda Unit) for medical examinations, although further Accident and Emergency Departments are accessed when deemed necessary.

Diane Kinsella is a member of the Governance Board and further relevant health boards and she informed SSCP members that she is fully assured that there is a robust offer in place.

Currently Prophylactic intervention is a gap; however, work is being undertaken to address this matter.

Diane will meet with NHS England and Liz Spencer to consider the oversight of the health provision for cared for children who reside outside of the GM area who are placed within Barton Moss Secure Unit

Action: Karen Hamer to take the invitation to join the Education Oversight Group to the SSCP Education Subgroup

Action: Jane Slinger will identify a SQUA staff member to support with the Separation audit/recording process, report writing training and contribution to the Focus Group

Action: Diane Kinsella to meet with NHS England and Liz Spencer to consider the oversight of the health provision for cared for children who reside outside the GM area who are placed with Barton Moss Secure Unit

10. Exploitation Spotlight Report: Yan Weir: Paper

The Exploitation Subgroup has been reviewed and is now a joint initiative between the SSCP, SSAB and CSP. It was noted that exploitation is a complex issue and involves 4 main workstreams:

- Child Criminal Exploitation
- Child Sexual Exploitation
- Modern Day Slavery/Human trafficking
- Cuckooing

The following documents have been reviewed/developed by all 3 boards

- The Terms of Reference
- Membership
- Strategy – this has been finalised, circulated to the Comms Team and will be published in due course
- Workplan
- Serious Violence Strategy – CSP are developing this report which is due to be published January 2024

Further work being progressed:

- Implementation of a delivery group which will report to SEG to minimize drift and delay. This will be considered by Exploitation subgroup members at the January meeting
- Training packages to be reviewed and refreshed to ensure that the offer is current and robust
- A Needs analysis is being undertaken by Manchester University, the report will be finalised early 2024 and will include profiles, themes, good practice and gaps. Early analysis confirms that young people are committing Cuckooing offences
- Multi-agency audits and deep dives are undertaken – confirm that there are trusting relationships with young people despite disruption activity by GMP. There have been positive results in arrests in respect of disruption activity and child abduction notices
- Development of a dataset to drive the work of the group
- Key Performance Indicators are under review to ensure the data is relevant
- A practice week has been arranged for March 2024 when the work of the Exploitation Subgroup will be highlighted/promoted to partners, practitioners and the community
- Working with Justice for Care and Centre for Social Justice; Salford intelligence will be fed into National research

Yanica thanked the SSCP and SSAB for their collaboration which has been instrumental in driving the work forward.

The positive work of the Exploitation Subgroup is recognised across Greater Manchester and Salford have visited other authorities to provide an overview and share learning.

Q: Do services consider that young offenders may have been subject to childhood trauma which in turn has led them to perpetrate?

A: Multi-agency meetings are held to consider trauma issues and the most appropriate approach to take when dealing with young offenders.

Q: Is intelligence available in respect of disruption activity?

A: Serious Organised Crime disruption activity and Child Abduction notifications are recorded

It was agreed that Yanica will provide data at future SSCP meetings and will also highlight good practice outcomes.

Action: Yanica Weir to provide data in respect of disruption and child abduction notifications at future SSCP meetings.

11. Spotlight Report: Safeguarding Babies – Diane Kinsella

Between 1st April 2019 and 30th January 2023, the Partnership received 10 serious incident referrals to the partnerships where babies under the age of 1 had suffered significant harm or sadly died due to neglect or abuse.

The Safeguarding Babies Subgroup was established March 2022 to consider/drive forward the following key areas:

- Serious incident themes
 - Non accidental injury
 - Abusive head trauma
 - Sudden infant death
 - Drowning
- Consider the local and national data
- Drive forward prevention measures
- Promotion of appropriate training campaigns. It was noted that discussion was held between the Safeguarding Babies and Neglect Subgroup in respect of the Thriving Families Tool and a section on safety themes/messages has been incorporated into the document
- Training for adult care professionals
- Development of the safe sleep ratification tool
- Primary Care have developed an online tool – this is a GP checklist to ensure safety messages are reinforced at the 6-8 week old baby examination
- A 7MB has been developed and is available on the [SSCP Website](#)
- Promotion of available resources

It was acknowledged that the group have reinforced the whole system approach and evidence on positive impact was highlighted:

- Reduction in serious harm or child death referrals since the Safeguarding Babies Under 1 Subgroup was established
- Increase in views of relevant SSCP Webpages
- Children’s Social Care have strengthened the pre-birth assessment and have incorporated a mandatory section on Liquid Logic
- Baby safety messages are included in staff mandatory training
- ICON training which includes professionals who work within adult service
- Early Help Service and 0-19 Service have a parenting app. Parents receive a link to this app which they can access for advice and key messages

It has been agreed that the Safeguarding Babies Group will be disbanded as it has now achieved its objectives, however assurance on this topic will continue to be monitored via further appropriate SSCP subgroups.

The Chair thanked Diane for her report and congratulated all members of the SB group on the extent of positive work, impact and success achieved.

12. CDOP Annual Report and Summary – Jane Slinger

CDOP became a statutory requirement 1st April 2018 and the Bolton, Salford and Wigan (BSW) panel was established to conduct reviews into 0–17-year-old child deaths in the three areas.

An overview of the CDOP process was highlighted:

- Reviews are instigated once the final cause of death has been established and the coroner's investigation has concluded
- Reviews pertaining to criminal activity can only be considered once court proceedings and any further internal investigations have been completed
- Information is systematically captured to enable learning and prevent future deaths
- Agencies must inform the panel of any child death from birth up to the age of 18. All agencies must provide all known details of the child and family to ensure a robust representation is submitted, this includes information when a rapid review or child death practice review is completed
- CDOP will consider influences surrounding deaths e.g., smoking, safe sleeping and will make recommendations to the relevant authority

Intelligence for 2020/2021 was shared with SSCP Members:

- 54 child death notifications across Bolton, Wigan and Salford, Salford received 8 child death notifications
- 45 child death cases were reviewed and closed by BSW CDOP. 23 were male and 22 female, this trend correlates with the national/regional data. 22 of the 45 cases identified modifiable factors (e.g. smoking, alcohol and substance use). It was noted that public health messages alone will not prevent deaths and the need to strengthen key messages by the partnership was stressed
- Bolton, Salford and Wigan had the highest number of efficiently reviewed cases
- Number of ongoing cases has increased. There is a back log of cases to consider, however work is ongoing to rectify this

During 2022/2023 Salford child death notifications increased to thirty-two, this year there have been fourteen (as of December 2023). The majority of child deaths are neo-natal which correlates with the national figures.

Salford women are monitored and are offered additional support with modifiable factors, for example:

- Obesity
- Smoking – at the first appointment carbon monoxide levels are recorded
- Domestic abuse

It was noted that poor housing conditions can be a significant contributing factor in child deaths (e.g., overlying, bed sharing). It was proposed that links be formed with Lindsay Barrett, Safeguarding Housing Lead.

The group discussed best practice for monitoring thematic factors and Kate informed members that the Practice Review Subgroup will review and consider the local position. It was noted that Lindsay Barrett is a member of the Practice Review Subgroup.

Discussion took place regarding the backlog of data, it was stressed that there have been capacity issues within the team, however SSCP members were assured that this is being addressed. Diane and Michelle will provide an update at the next SSCP meeting.

The Chair thanked each lead for their respective, comprehensive reports and for providing verbal updates.

13. NWAS Safeguarding Annual Report- for information

Helen Newton has been appointed the Head of Safeguarding for Northwest Ambulance Service.

The NWAS 2022-2023 Annual Report has been circulated in advance of today’s meeting.

If members require further information regarding the report, please contact the SSCP Business Unit who will forward questions/comments to Helen Newton.

14. VCSE Salford Safeguarding Standards for Information and Review – Michelle Warburton

Salford Safeguarding Standards have been revised/simplified to ensure good safeguarding practice within the voluntary, community and social enterprise organisations.

The service is commissioned by the partnership and local authority and provides Working Together to Safeguard Children training and support with relevant policies and procedures to VCSE organisations.

The standards have been presented to relevant groups and presented at the SSAB meeting. The SSCP fully support the Safeguarding Standards and agreed to sign off.

15. SSCP Executive Minutes 25/09/2023 – for information

Shared in advance of today’s meeting.

16. SEG Scorecard Q2 Data – for information

Shared in advance of today’s meeting.

17. AOB

Please note that the SSCP meeting 4th March 2023, 1pm – 4pm will be held face to face in Salford Suite Meeting room at Salford Civic Centre. An updated calendar invite has been circulated to SSCP members. Full address details including parking arrangements and how to access the Salford Suite will be circulated with the meeting papers.

Date	Reports expected	Leads
04.03.2024	Obesity Update CHANNEL/ PREVENT Domestic Abuse Safeguarding Adolescents CDOP annual report	Elaine Burfitt Denee Cassidy Claire Baddley Sarah Riley Suzanne Gilman

Minutes Approved by: Melanie John-Ross, Independent Chair/Scrutineer

Date: 8th January 2024