

Board Minutes of the Corporation Meeting on 10th December 2024 at 4pm, in 4H01 UCG, and via MS Teams

Governors Present: Robin Atkinson (RA), Andrew Bennett (ABe), Ally Brooks (AB – Chair), James Brooks (JBr), Sharon Green (SG), Tracey Gyte (TG), Ann Hardy (AH – Chief Executive Officer), George Lee (GLee), Andrew Lindley (AL), Guy Lonsdale (GLon), Audra Oldridge (AO), Heather Pepper (HP), Mark Riley (MR), Rhianna Tupling (RT) and Phoebe Vines (PV).

In Attendance: John Ellis (JE – Campus Principal), Prue Gibson (PG- Campus Principal), Simon Gummerson (SG – Campus Principal), Nathan Michael (NM – Group Vice Principal Curriculum, Quality & Standards GVP CQS), Maria Turnbull-Kemp (MTK - GVP Finance), Jo Wallace (Campus Principal), Katie Wheeldon (KW - GVP Strategy and Business Development) and Antonia Praud (AP – Director of Governance).

Apologies received: Adrian Clarke (AC - GVP Corporate Services)

1	<p>Welcome, Apologies for absence, Declarations of Interest and Any Other Business</p> <p>The Chair welcomed members to the meeting, especially Phoebe Vines our new FE Student Governor, and the Campus Principals, who were attending the corporation meeting for the first time. A round of introductions were made.</p> <p>Apologies were received from Adrian Clarke, which were accepted with consent. In addition to their annual declarations declared, declarations were made for items on the agenda from ABr (term of office), GLon (extension of term as Chair of Audit) and from all staff (salary review).</p> <p>Ally Brooks thanked members for their support in his first weeks as Chair, and for their continued enthusiasm for their roles. Thanks were also recorded to ELT members who had embraced governor requests for time in their diaries, and for flexibility shown in their strategy development activities. Governors confirmed their appreciation for the new approach to governance, as long as it does not impact on group delivery.</p>																															
2	<p>Corporation meeting minutes of the 15th October 2024 and Matters Arising</p> <p>Governors approved the minutes of 15th October 2024 as a true and accurate record.</p> <p>Matters Arising:</p> <table><tr><th>No</th><th>Action by</th><th>Action</th><th>Date</th><th>Update since the last meeting</th></tr><tr><td>1</td><td>ELT</td><td>Add milestones or monitoring points to the KPI, and timescales, where possible.</td><td>December 2024</td><td>Work in progress</td></tr><tr><td>2</td><td>Audit Committee</td><td>Have oversight of the risk register as a tool to monitor the root cause analysis and request deep dives, and committee responsibilities.</td><td>November 2024</td><td>Completed</td></tr><tr><td>3</td><td>MTK</td><td>Add a column to the risk register to confirm committee responsibilities</td><td>November 2024</td><td>Completed</td></tr><tr><td>4</td><td>AC</td><td>Consider if the built environment features enough across the 4 strategies, and update, if appropriate</td><td>December 2024</td><td>Carried forward</td></tr><tr><td>5</td><td>Governors and A Hall</td><td>Confirm if you wish to engage with A Hall on the People and Culture Strategy before it is reviewed and presented back in December</td><td>December 2024</td><td>Partially completed Session on 3rd December being rearranged for January 2025</td></tr></table>	No	Action by	Action	Date	Update since the last meeting	1	ELT	Add milestones or monitoring points to the KPI, and timescales, where possible.	December 2024	Work in progress	2	Audit Committee	Have oversight of the risk register as a tool to monitor the root cause analysis and request deep dives, and committee responsibilities.	November 2024	Completed	3	MTK	Add a column to the risk register to confirm committee responsibilities	November 2024	Completed	4	AC	Consider if the built environment features enough across the 4 strategies, and update, if appropriate	December 2024	Carried forward	5	Governors and A Hall	Confirm if you wish to engage with A Hall on the People and Culture Strategy before it is reviewed and presented back in December	December 2024	Partially completed Session on 3 rd December being rearranged for January 2025	<div>1</div> <div>2</div> <div>3</div>
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	6	Katie Wheeldon and Governors	Confirm if you wish to engage with Katie on the proposed Marketing Strategy before being presented to the Committee and Corporation in November and December	November and December 2024	Some meetings completed, and others in plan	4
	7	Nathan Michael	A (One off) report will be shared with the committee on the link of agency staff and student attendance	November 2024	To the next Curriculum and Quality Oversight Committee meeting	5
	8	Tamarra Taylor	A report focusing on SEND provision will be shared at the next Curriculum and Quality Oversight Committee	December 2024	Completed	6
	9	Adrian Clarke	Prepare and consult on the Income Diversity Strategy	TBC	Carried forward	7
	10	AC and ELT	Present a wish list of capital and estates improvements to the Finance and Resources Committee and Corporation	November 2024	Carried forward	8
	11	MTK and ELT	Review scoring and risk appetite of the Risk Register	2024/25		9
	12	AP	Develop the governance action plan	November 2024	In pack	10
	13	A Br and AH	Consider engagement with East Riding Council for future development of ERC Beverley	December 2024	Considering options and council are being supportive. Potentially suggest increasing height on the IoT building	
	14	AP	Upload the annual safeguarding and prevent report on the portal	Immediately	Completed	
	15	Governors	Complete the latest Safeguarding training modules	ASAP	Partially completed, plus complete the Prevent Training	
	16	Governors	Complete the Code of Conduct and Meeting Etiquette by the end of the month	November 2024	Completed	
Strategic Overview						
3	Update from the CEO Ofsted monitoring visit: This was a positive experience overall. We learnt from experience and provided a clear summary and presentation at the beginning of the visit, which inspectors used to triangulate messages throughout their visit, and this drove their discussions, which was very effective. We will plan to repeat this activity again. We should expect the full inspection before June 2026. Whilst it is impossible to accurately confirm when it will be, it is most likely to be any time from the start of the autumn term of 2025-2026. Strategy 1 – Empowering Students to Succeed Student recruitment: Our 16-18 numbers are up on plan, and as a result we are expecting a £500k in year payment in February. There is confidence in Adult and Apprenticeship numbers which will increase throughout the year. HE numbers are down and remain a challenge. A number of strategies are being employed and the Curriculum and Quality Oversight Committee will receive a deep dive report in March, which will then be summarised to the corporation. Student recognition:					

Our students are continually making us proud, and their activities are recognised across the group using Viva Engage. Our students were also asked to represent us recently at the annual AoC conference. It was absolutely fantastic to see students from Grimsby perform two sets from the Lion King.

ESFA Updates to funding:

Last week, the ESFA confirmed changes to English and Maths requirements for 2025/26, including:

- Removal of the mandatory requirement for the additional 1hr per week for maths
- A minimum of 100hrs per Maths and English has been introduced, (pro-rata for part time students)
- The 100hrs requirement will be monitored via the ILR. The additional hours are optional, and will not be monitored.
- The average hours for a study programme, will remain at 640hrs.
- The tolerance level for students not meeting the condition of funding for English and Maths will be 2.5% rather than the original plan to remove it totally.

Governors questioned if hours of late entrant students were captured to ensure they would also complete the minimum requirements. It was confirmed that all students will be supported, and attention will be given to ensure we meet the latest funding requirements for every student.

Strategy 2 – Improve Operational Performance

AI Quality Assistant:

The group have bought an AI assistant which can distil data packs into effective summary reports. It is a great purposeful piece of AI which will save significant time for the Quality team, as it quickly analyses strengths and areas of improvement to inform our quality improvement activities.

Union:

In November, we had our first full JCNC meeting since merger, and it set a positive tone and foundation for future activities.

External reports and statements:

Whilst there may be some support to cover the National Insurance additional contributions from April, what specific support will be made available to the FE sector is unknown. At the AoC Conference, Dame Jacqui Smith confirmed there will be support but we will not know how much until March 2025. We are being very cautious at present, and budgeting includes the known cost increases but not assumptions for any support available.

A working group is looking at how we plan to implement and inform students and staff on Martyn's Law, in preparedness for potential terrorist attacks.

As reported at the last meeting, AH contacted our 7 local MP's informing them of our position with the Christmas Club, and two have responded and confirmed their support.

Strategy 3 – Contribute to Economic Development

The Get Britain Working White Paper which was shared in the last fortnight looks as though it will provide some opportunities for the further education sector to access additional funding. In particular, it notes a youth guarantee to give training to young people. We are creating a working group so that we will be ready to run when there is more information available.

Strategy 4 – Achieve Organisational Growth

Mayoral Combined Authorities:

There are a range of ways our teams are engaging with the Mayoral Combined Authorities (MCA). We have identified that the baseline funding for some of the MCAs may be lower than current activity levels in the area. The £18.8million figure goes back to 2018 – but we have grown at least 10% a year for the last six years. Colleges in the region are looking at how deal with it and lobbying to get funding increased.

	<p>We have now been accepted as part of the D2N2 MCA due to our delivery in Nottingham and this means we will be working with 4 MCAs.</p> <p>Estates development: See confidential minutes. There is a working group looking at options for extending the estate at Beverley. This includes work on the current estate, obtaining a new building, and the possibility of acquiring land.</p> <p>Middle Manager development programme: We are working with FE Associates to deliver a Culture, Communication and Creativity Programme for Middle Managers. They will work in groups and receive external mentoring to encourage them to be braver and enhance their growth mindset.</p> <p>Pay review body: At the AoC conference they talked about the creation of a pay review body for FE colleges. Scottish colleges shared their views as they already have one in place and issues they encountered were shared e.g. all staff on same pay means small colleges have a high staff to income ratio etc etc</p> <p>Governors thanked AH for her report. They questioned how developed the various devolution activities were, and if there were confirmed timetables for moving forward. There is a meeting for North Yorkshire next week. Hull and East Riding are a little more behind. They have no plans for how they will devolve funding as yet as they are in the pre consultation phase.</p>	
4	<p>Update from the Campus Principals</p> <p>Update from Simon Gummerson: <u>Attendance</u> dropped off from mid-November (to 83.5%) Originally this was down to bad weather, but it has not bounced back. Digging under the headlines, some of this is linked to behavioural challenges on level one courses. In response, the team have targeted specific learners at parents' evenings. There are no specific courses to note. Whilst it at first appears there is a drop off in Automotive at Bridlington, it is a small cohort, and it relates to two students. All teachers are monitoring data on registers on a daily basis and are paying particular attention to at risk learners.</p> <p><u>Enrolments</u> – on day 42, the number of learners were up on target by approx. 15%. Numbers at Bridlington were slightly down and we are looking at running some short courses which could address the shortfall. In Scarborough, North Yorkshire Council have asked us to add another ESOL course to support the number of refugees in the area. We have seen a slight drop off in Business at Bridlington, and in Sport and Uniformed Services. However, there was a growth in Bricklaying and Construction and we added extra groups at Bridlington and Scarborough.</p> <p><u>Retention</u> - the team are reviewing lost learners prior to census day, analysing for trends and lessons learnt.</p> <p><u>Quality</u> – 46% of observations have been undertaken, with 10 more scheduled to be completed by the end of this week. All staff will have had an observation, although this will be slightly beyond the original January deadline set. The team have identified great practice for methods of assessment and are inviting guest speakers in.</p> <p><u>Learner survey</u> –the 58% completion rate was below the 65% target we set ourselves. The key learnings were:</p> <ul style="list-style-type: none"> • Improved information on courses before start dates – our team is picking this up. • Some students are not clear on the prevent agenda. We are rapidly acting on this by adapting our tutorials and bringing in guest speakers. 	

Projects - LSIF activities continue, although the outlay is complete. Our immersive rooms are fully operational and our AI mannequin is now in use.

Currently reviewing:

- 2 adult courses in manual handling
- Our student restaurants.

Update from Jo Wallace:

HE - Whilst recruitment was down on target, retention looks strong. Our only concern is the full time PGCE and we have an action plan.

Key activities – there is currently a lot of work being undertaken on action planning for HE provision including:

- Working on 2 new degree apprenticeships (Veterinary and animal care progression)
- Validation activities, and revalidation as well as HE validation

FE -

Attendance is an issue in FE and especially from Entry Level 3 learners who have not been in mainstream education before. English and Maths engagement also continues to be a work in progress.

Skegness – the new campus development is going really well. The new campus will allow us to widen our offer in the region. We have a new curriculum planned for both professional and progression courses and aim to offer boot camps in year too.

A significant number of recruitment events have been completed (e.g. the special effects event and student fair in Manchester) or are planned (a number of events in the Spring, and attending the Offshore wind fair)

The group were nominated for 3 categories in Skegness business awards.

Update from Prue Gibson

Enrolment – we exceeded our target by 48 students. Less positive is our current number registered for adult provision but in response we are looking at tailored learning programmes. We are also due to meet with East Riding Council to discuss the possibility for a small NEET provision for 6 weeks. There is a real need in the region.

SEND - 24% of our learners have SEND and an EHCP, which is high. Only 86 had requested support, but our teams have identified a further 94 who had not asked for support. We are now working with them and can confirm they need more support than we anticipated. We continue to make adjustments that are better suited to their learning needs.

Retention is at 99.3%, However, there are 13 learners at risk and some of those students have an EHCP.

Attendance is currently at 83.5%. In particular, Maths and English attendance is not looking great, with 23 learners not attending and a high proportion of those are foundation learners. Having identified the driver to be a lack of engagement, our teams are working on interventions and how to support each student to reengage. Looked after children attendance is 85% overall. Care leavers attendance is below the average at 81%, and so further intervention is needed to support this group of learners.

High risk areas curriculum areas for attendance currently include: Business, Travel, Sport and Hair and Beauty. There are 104 learners who have extended absences, so there is a significant level of activity to engage the learners prior to the Christmas break.

Parents evenings – the group had an excellent SEND parents evening just for SEND learners. We were able to provide an environment more suited to their needs (lighting/ noise/ space) and it has been very well received. Our main parents evening saw the best ever attendance in our history, which is very

<p>positive and confirms that as a college, we are continuing to have growing numbers through the doors. The events are also great to not only engage with, families but showcase our colleges and facilities too.</p> <p><u>Observations</u> – 11 are in draft, with 47 completed. Some exemplary teaching was noted. Areas of improvement identified include:</p> <ul style="list-style-type: none"> • Ensuring the stated intent at the start of lesson is really clear. • Working on the innovation of our assessment methods • Developing how we embed English and Maths throughout the curriculum needs more work <p><u>Student survey</u> – Again learnings from the survey identified gaps in the understanding and recall of Prevent so we are going back to reinforce this within our tutorial programme. We also noted that the Language used is difficult for many learners and so we are looking at the language used and how this can be adapted.</p> <p><u>Projects</u> - are all on track and our spend is on target. Every department has had an opportunity to use the immersive room and our Hair and Beauty team are now developing their own bespoke material.</p> <p>Update from John Ellis - Grimsby</p> <p><u>Recruitment</u> Overall our numbers are 103 down and minus 23 on adult education.</p> <p><u>Changes to courses</u> – We have adjusted our provision, recruiting extra staff and closing down other courses that were less well recruited to. This year, Construction and Trades are popular, as well as Media and Childhood Studies. We believe this is partially being driven by skills shortages in these sectors.</p> <p><u>Attendance:</u> the team are focusing efforts on attendance. We have 8 learners on a 4 week absence. This is a concern as the majority of students on long term sickness, stop attending. Attendance is also lower in English and Maths. Maths attendance is currently 73.1% and in response there has been a lot of work done to stream students in sets, to provide more support.</p> <p><u>Retention</u> is strong at 93.8%.</p> <p><u>Learning environment:</u> We have stepped up the staff duty rota so our environment is developed and improved. Staff check the student access when coming on site and are focussed on how students treat their environment and pick up on housekeeping. Feedback is students are feeling safe and appreciate the increased staff presence.</p> <p><u>Open events:</u> we have recently run a couple of open events which were very well attended. We had a lot of students reps at the events, who are best placed to sell the courses and college. It is great to see their pride in their college. We have also run a number of employer and trade events (e.g. the trade event for manufacturers in renewables)</p> <p><u>Staffing:</u> Lee Carr, our Head of Automotive, attended a world skills event as a judge and his aim is to bring back new ideas and aspirations for our students. We have also appointed a new Head of Area for Engineering.</p> <p>Governors thanked the Campus Principals for their reports. They confirmed they would be interested in learning more about the challenges with education on Prevent and confirmed with multiple responses from learners across the group, they would appreciate an update on progress. They then questioned if there was sharing of learning at different sites. It was confirmed that all colleges use the same resource packs. Assurance was also given that these results were from the induction survey in October and so results will have improved since then too.</p> <p>Governors then challenged aspirations for attendance and the targets set. The ultimate target is 100% was there a risk by having a target e.g. 85% which is not where it should be, that students and staff accept lower attendance and are not striving to achieve the best we can? It was confirmed that each</p>	11
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	<p>learner has a target of 100% attendance. However, we need to take a view on the distance travelled and some students were school refusers so their starting points are low. A number arrive from home schooling too so have more barriers to overcome.</p> <p>Governors questioned what would be done differently to increase attendance this year. They were informed we have new Learning Support roles on each site and we are starting interventions much earlier to re-engage learners.</p>	
5	<p>Strategic Success Measures and KPI</p> <p>Governors reviewed the report and noted a number of the scores highlighted related to the deep dive activity that would be reported on at the next meeting, including all listed under Strategic Objective One. Governors reviewed the reports and questioned plans for transportation options, and in particular had a timetable or deadline been set for completing this review. It was confirmed that there are concerns from the risk of an aging stock unless the group invest in new buses in the medium term. The group have considered the option of providing more bus passes to students that they can then use them at other times of the week, and the passes would provide flexibility. They may also consider using an external company for transportation services. No deadlines have been set, to date. A report would be shared in due course.</p> <p>Governors challenged the assessment for employer engagement, and how this was assessed against others in the sector. It was confirmed that in the last Ofsted inspection our skills judgement had not been assessed as “strong” as we were lacking evidence of employer engagement. Since September 2023, teams have been building up this evidence and logging it within our systems. It is hoped the team will not be as modest, after the session at the away day today. At the away day, time was spent building confidence in the team to “blow our horn” and “celebrate” our success. We have a strong team working with employers and there is a significant amount of activity undertaken. The challenge is to join the dots holistically, communicate confidently, and present the evidence effectively. It is believed we are not underperforming but we have not been capturing evidence and using it effectively. One gap we still need to build, is evidence of collaboration.</p>	12
Curriculum Quality and Student Experience		
6	<p><i>Strategic Objective 1 - Empower students to succeed by delivering an inclusive curriculum that enables students to take the next step on their career path.</i></p> <p>Update from the Curriculum and Quality Oversight Committee</p> <p>The committee had received a spotlight session on the Curriculum Planning process, and would review two case studies at the next meeting. They hoped to take a “fork to farm” approach. They had also asked for a one page flow chart of the process, to be shared with all members, for informative purposes. At the meeting they had reviewed the updates to the SAR, following the validation process, and had received updates on the Ofsted monitoring visit, and OfS DAP’s review, and received a number of reports from Group Leads. They reviewed, and gave their support, to the proposed HE KPI and took assurance from the report on the compliance process for meeting degree standards. At their next meeting, they would be receiving “deep dives” into HE recruitment and retention, and also the three underperforming KPI from last year.</p> <p>Following the recommendation from the committee, the board approved:</p> <ul style="list-style-type: none"> • The SAR and associated Action Plan • The Annual EDI report <p>Update from Rhianna, HE Student Governor</p> <p><u>Student Senate update:</u> Angel Farmer stepped down as President and at the most recent meeting, Ethan Turner, a 2nd year psychology student, was elected as President. With the changeover in Leadership, there have been less activities in recent weeks, but they have promoted a toy drive for Christmas. They have a number of events they wish to plan over the remainder of the year, including a charity event for a heart surgery charity in February, another event in April, a mini event on line and a group raffle.</p>	16

	<p><u>Student governor network meeting</u> RT reported back on the last AoC student network meeting and confirmed they had 2 guests who were student governors in the past who mentioned how students could know more about the board. RT had reflected on this and met with AP, as it would be good to publicise what we do more with students. Members were very supportive of this and it was agreed RT would ask for ideas from the Senate at the next meeting.</p> <p>QER Validation Process: It was confirmed the HE team have completed their activities for the QER and it was confirmed a validation session would be arranged in the new year.</p> <p>Safeguarding report: Governors also received an update on the number of safeguarding cases across the group, and in particular staff training being completed by permanent and agency staff. The Tuesday afternoon sessions are enabling staff to catch up on training and a number of all staff events this term have been focussed on safeguarding and prevent.</p>	13
Finance and Resources		
7	<p><i>Strategic Objective 2 - Improve Operational Performance by maximising sustainable processes, systems, resource management and employee support.</i></p> <p>External Audit Completion report Governors noted that it had been agreed to release David Hoose (from Forvis Mazars) from attending the corporation meeting as he had previously presented his findings and report to the Audit Committee and Finance and Resources Committee, and there had been no items to raise or bring to the board's attention. The external auditors had praised the process for being extremely smooth and efficient, and thanks were recorded to all those involved. Since the meeting, it had been confirmed that there were no items to raise from their completion activities.</p> <p>Internal control conclusions</p> <ul style="list-style-type: none"> The auditors did not identify any significant deficiencies in internal control. <p>Audit opinion</p> <ul style="list-style-type: none"> They have issued an unqualified opinion, without modification. <p>Previous years findings:</p> <ul style="list-style-type: none"> Subsidiary accounts were filed incorrectly at Companies House in the previous year. No issues were detected this year and therefore this point has been closed. The review and authorization procedures for journals put in place from November 2023 has closed down the second action point from last year's audit. <p>Misstatements It was confirmed that the group are comfortable with the movements within the balance sheet noted, without needing to override our system controls. The Auditors are also comfortable these entries are not posted.</p> <p>There was a small error noted in respect of accruals of £13,857 which related to an £110k accrual for the audit fee to Mazars. The Auditors believe that this has been overstated but the accounts have not been adjusted as we may have additional amounts to pay in respect of the tax work that we are required to do in respect of Group as well as the subsidiaries.</p> <p>The corporation</p> <ul style="list-style-type: none"> Approved the financial report and accounts Approved the letters of representation <p>Lady Edith Drive See confidential minutes. The Corporation approved the recommendation to progress discussions for the offer.</p>	

	<p>Update from the Joint Audit and Finance and Resources Committee</p> <p>The Committee had also reviewed the latest set of management accounts, and those to the end of October were included in the board pack. The year-to-date surplus is £715,914, against a budgeted surplus of £70,951, a positive variance of £786,865.</p> <p>The overall income for the group year to date is £15,461,871 which is £411,747 behind budget, with contributory factors including the drop in HE numbers, a slow start to the year for AEB Community Learning, Apprenticeships and Modal. Most are expected to improve in year, with the exception of HE, where we anticipate a cumulative deficit of around £590k by year end.</p> <p>It was proposed the Finance and Resources Committee be delegated responsibility for oversight of the opportunities in the risk register. The corporation approved this recommendation.</p> <p>Recruitment tracker, Appraisal Process and Induction:</p> <p>The People and Culture team are making good progress and reports and recommendations will be shared next term.</p> <p>Update from the Remuneration Committee:</p> <p>It was confirmed that the committee had reviewed the latest FEC guidance on senior pay and performance and a number of changes had been made. Ayesha Hall, as Director of People and Culture, had advised the committee in advance and throughout the meeting.</p> <p>Staff declared an interest in this item and staff and student governors left the meeting. Following a review of affordability, external factors including the AoC pay recommendation, awards in the sector and challenges of recruitment in the market, the corporation approved the recommendation of the committee for all staff, with the exception of senior postholders, to receive a cost of living award on 1st March 2024 of either £1,500 or 3.5% (whichever is greater).</p> <p>Christmas bonus: The corporation approved the payment of a £500 bonus to all staff in December with the exception of members of ELT, subject to communication clearly stating it is a discretionary payment which will be reviewed on an annual basis, and that payment will not be taken from the group's reserves.</p> <p>Annual remuneration statement: the corporation approved the statement.</p> <p>Staff and student governors returned to the meeting.</p>	<p>17</p> <p>18</p>
8	<p><i>Strategic Objective 3 - Contribute to Economic Development by developing programmes, projects and partnerships that meet regional skills needs</i></p> <p><i>And</i></p> <p><i>Strategic Objective 4 - Achieve Organisational Growth by working in partnership to identify and deliver on opportunities for growth</i></p> <p>The committee confirmed a number of updates had already been covered earlier in the meeting, including curriculum planning, devolution and employer engagement. Income from projects makes a significant difference to the student experience at the TEC Partnership.</p> <p>Governors questioned what further opportunities were being considered to collaborate with others. There are a number of meetings planned with schools in the region and we have representation on a number of skills boards and working groups. We have also offered to host events for the new combined authority.</p>	
Board Oversight and Assurance		
10	<p>Strategic Risk Register</p> <p>The corporation reviewed the additional changes that had been made to the register since the last meeting. A number of new risks related to estates items and governors questioned if the Audit Committee should always ensure an area of compliance in their internal audit programme, or if this was more of a coincidence at this time. Governors noted concern about the number of new risks identified</p>	

<p>and took assurance from the proposal of the CEO that the group would engage with external specialists to review compliance processes were effective and in place.</p> <p>Risks noted include: effectiveness of planned maintenance, asbestos records and checks, team accessibility to radios/ communication devices, effectiveness of the CCTV system and commercial equipment fire extinguisher systems. Governors with expertise offered their support.</p> <p>Members confirmed the new use of the risk register to drive activity, confirm ownership from staff, and deliver reports to committees felt purposeful, and the development to include opportunities felt positive.</p> <p>Health and Safety report</p> <p>Governors received the health and safety report. They questioned the increase a RIDDOR reportable events and it was confirmed this was potentially linked to a culture of improved reporting. Governors challenged that whilst an increase in reporting can evidence a positive reporting culture, they need to ensure those who make a report receive feedback on activities and progress so that remain enthused and can see an impact. Governors asked that the next report confirms that the team are reporting back to staff on actions taken.</p> <p>Of note:</p> <ul style="list-style-type: none"> • One role has proved difficult to recruit, so it has been reviewed and we are readvertising. • The team are looking to use more exemplar risk assessments, which are being developed across the group. • Fire risk assessments were delayed and we are getting plans in place, as a priority. <p>Due to staffing challenges, the group are engaging with specialists and will engage more external support to provide assurance to management and the board.</p> <p>Governors questioned when the new software was introduced? It was confirmed this was mid-summer 2024. Governors deduced that the information in the report shows an increase across the piece, which would not be driven by the software.</p> <p>Governors questioned if we had evidence that the increase in reporting was linked to an increase in customer behaviour? Whilst noting we had brought in additional dedicated staff at each site over course of the last year, the increase from 147 incidents in 2017 to over 240 this year demonstrated an increasing trend each year.</p> <p>Governors questioned if new staff could really be the influence, and the team confirmed other factors which could impact results including</p> <ul style="list-style-type: none"> • This covers pre and post-merger with ERC • More training and support is available for staff • There is more support for risk assessments <p>Governors confirmed they would appreciate a deep dive into these results and a report back to the Audit Committee. MR and ABe offered their support and confirmed they could complete an engagement / link visit with the Health and Safety team to gain more of an understanding of the health and safety management.</p> <p>Martyn's Law:</p> <p>Governors questioned if the working group have already begun working on Martyn's Law and what the team perceived the greatest challenges would be.</p> <p>The working group have their first meeting in January, and we will need a variety of plans due to our sites and geographical spread. An external company is coming in next week to provide advice. JB offered support to the working group, if helpful.</p>	<p>19</p> <p>20</p>
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	<p>Annual Report from the Audit Committee and Regularity Self-Assessment Questionnaire</p> <p>The Audit Committee confirmed they had reviewed both reports in detail and recommended the annual report and regularity self-assessment questionnaire to the corporation. The corporation confirmed their approval.</p>	
11	<p>Governance Update</p> <p>The Chair confirmed his gratitude to governors and ELT members for their support. The intention is not to create interference on operational matters, but develop engagement on strategic items. It is great to see the flexibility of approach and speed of change with which the recommendations have been received.</p> <p>Recognition was also given for all the opportunities governors have been given, in having more frequent opportunities to meet with ELT members, and Lead staff, and for opportunities for engagement visits. Since the pack had been completed, two further reports had been received.</p> <p>GLe is working with AP on a governance development strategy – which will incorporate:</p> <ul style="list-style-type: none"> • Our recruitment and selection process • Roles, responsibilities and time expectations • Full members and co-option opportunities • Effecting onboarding • Defining the roles of the mentor • training and ongoing CPD <p>A plan will be considered by the Chair group before being reviewed by the Search and Governance Committee next term.</p> <p>Standing Orders:</p> <p>The corporation approved the changes to the committee terms of reference and approved the revised standing orders.</p> <p>Chair of Audit Committee:</p> <p>GLo declared an interest in this item. The corporation approved the recommendation for GLo to become the permanent chair of the Audit Committee.</p> <p>Chair of Corporation:</p> <p>ABr declared an interest for this item. The corporation approved the extension of term of office for ABr to end of the academic year.</p> <p>Governor engagement activities:</p> <p>Thanks were noted to all governors for completing their activities and submitting reports. Governors who had visited the new immersive room earlier in the afternoon reported back on the benefits of the new resource. AP will contact members to arrange their Spring term visits.</p> <p>Governance action plan:</p> <p>The corporation reviewed the action plan and confirmed:</p> <ul style="list-style-type: none"> • A significant amount has been achieved in a small time period. • The progress made was recognised in the recent Ofsted monitoring visit. • The board has high ambition. • The action plan will record all activity and is a living document. Some actions may then be amended, in time, but this will reflect the stage of maturity of the board. • The plan had been adapted into a new template to be consistent with other group plans, but the content remains the same and has been transferred across. • It may not be possible to achieve everything in the initial timescales, but the board aspire to be outstanding. • AP will report on progress at each Search and Governance Committee and Corporation meeting. 	21

12	Any other business It was recommended to bring forward to strategic development day to the Spring term (from May) to maintain the momentum we have at the moment. The corporation approved the recommendation.	22
13	Review of the meeting The corporation confirmed: <ul style="list-style-type: none"> • The meeting was well chaired. • It was great to have campus principals in attendance and it helps the board with its oversight of each campus. • The new agenda structure provided more coherence and discussion. • There was a balance of internal activities and external context within key discussion items • It was a really productive meeting . • There was full board attendance and great in person attendance. • It feels like a leap forward. • All governors contributed. • The work of the Remuneration Committee and their recommendations has developed and gives the board more assurance. 	
14	Confidential item from the Remuneration Committee meeting. Staff Governors, Student Governors and ELT members left the meeting. See confidential minutes.	23