

**Board Minutes of the Corporation meeting  
held on 12th December 2023 at 4pm in the Board room, East Riding College, Beverley**

**Governors Present:** Kai Adegbembo (KA), Paul Barker (PB – Chair), Andrew Bennett (AB), Josh Greaves (JG), Sharon Green (SG), Tracey Gyte (TG), Ann Hardy (AH – Chief Executive Officer), Andrew Lindley (AL), George Lee (GLee), Guy Lonsdale (GLon), Liz Parry (LP), Rhianna Tupling (RT)

**Apologies received:** Neil Bainbridge (NB), Julie Berriff (JB), Cheryl Bonas (CB)

**In Attendance:** Steve Butler (GVP – Employee Services), Adrian Clarke (GVP Corporate Services), Beth Curtis (GVP – Strategy and Business Development), Nathan Michael (NM – Group Vice Principal Curriculum, Quality & Standards – (GVP CQS)), Maria Turnbull-Kemp (GVP Finance), Antonia Praud (AP – Director of Governance).

**Apologies received from:** Danny Metters (DM)

1	<p><b>Welcome and Apologies for absence</b></p> <p>The Chair welcomed members and staff to the meeting. A warm welcome was given to new members, attending their first meeting – Andrew Bennett, George Lee and Rhianna Tupling, and also to Neil Bainbridge, Julie Berriff and Cheryl Bonas (in their absence). A round of introductions were made.</p> <p>Apologies were received from Neil Bainbridge, Julie Berriff, and Cheryl Bonas which were accepted, with consent. Apologies were also received from Danny Metters, and David Hoose from Mazars, which were accepted. Guy Lonsdale registered partial apologies (needing to leave early), which was also approved.</p> <p>Governors wished to formally record their thanks to the catering team and students who had prepared an incredible spread for the social session before the meeting with governors and staff. They also thanked all attendees for giving up their time to attend this session.</p> <p>Thanks were also noted to the teaching team and programming class, for organising and participating the engagement session for governors earlier in the afternoon.</p>	
2	<p><b>Declarations of Interest and Any Other Business</b></p> <p>AH declared her role at Modal and confirmed it is no longer trading. PB declared an interest as a parent to a staff member. SG declared an interest as she is on the board of the Lincolnshire IoT. All staff declared an interest in the staff pay review.</p> <p>No additional business was raised.</p>	
	<b>Statutory Duties/ Decisions</b>	
	<b>Finance and Resources</b>	

*Strategic Objective 2 - Improve Operational Performance by maximising sustainable processes, systems, resource management and employee support.*

**External Audit, Financial Report and Accounts**

It was confirmed that DH had already presented to the Finance and Resources Committee, and the Audit Committee, and had provided assurance in both their meeting, and in a private governor session.

At the last meeting, a handful of checks were outstanding, and the Auditors confirmed they did not anticipate any concerns. They can now confirm the accounts are fully completed. There were two further adjustments, and the team were only told yesterday, so this was not included in report.

The changes do not impact the income or expenditure within the accounts. They were:

1. The Auditors requested any bills or invoices re: Skegness and Animal Build be taken from “creditors” and allocated to “asset under construction”(a £1.83m movement).
2. There is a pot of funding yet to spend, £3.04m allocated against grants (long term). The Auditors have requested it is moved to “current year creditors” as the group might still have to pay it back.

No other adjustments have been made to the accounts.

The Chairs of the two committees shared a summary from their meetings. In summary:

- Compared to previous years, the process had been smooth and efficient.
- The Auditors were very complimentary about the communication, response and processes this year, and how it has updated practices to meet the new requirements of being back in the public sector. Favourable comparison was noted against other colleges in the sector.
- Other than a couple of adjustments, the audit was straightforward and the group received qualified opinion and clean health from the External Auditors.
- The incorrect journal entry was challenged in the main meeting and in a private session with the Auditors. The Auditors accepted some responsibility, and it was confirmed the mistake was made some time before the current team were in post. Assurance was received that the new assets register offers protection from a repeat of this error in the future, and there are plans to strengthen the process further, working in conjunction with the Estates team.

Both Chairs recommended the report and accounts for approval and the Accounting Officer and Chair’s signature.

One change was requested – adding Keith Pearson’s leaving date on page 10.

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The board approved the report and accounts, for the group and it’s subsidiaries and recorded their thanks to MKT and the team. They also approved the letters of representation, for signature.

Governors asked for an update on actions agreed from the post audit review meeting:

- Photos will be taken when assets are purchased, and added to the asset register, which will reduce the manpower needed in the next audit window.
- The audit from beginning to end took 6 months this year. They wish to condense this to 3 months next year and will ask the External Auditors if they can have a dedicated resource in this timescale, so that instead of a drip feed approach, both teams make capacity to complete all activities within a set timetable.

There was a recommendation to look at the segregation of duties, and MKT had confirmed to the Audit Committee, that the team would meet to agree a solution that was effective and efficient. Any change needed to add value. Since this meeting, a new process has already been adopted, with Senior Accountants signing off journals. This should address the



## Update from the CEO

### Internal Communication

AH and MKT are leading a round of workshops across all sites. These contain briefings on the KPI for the year, as well as updates on finance and an opportunity for staff to suggest ideas for future developments and communication. There has been great feedback to date, and the remaining workshops are planned in the first weeks of next term. All feedback will be reviewed at ELT. Then a “You said, we did” follow up is planned.

In November, the Senior and Middle Manager strategic away day resulted in excellent cross site working. A lot was achieved including:

- Developing plans against the Ambition 2030 targets
- Discussing branding
- Reviewing options for communication
- Looking at topics within the staff survey

The event felt really positive, and it saw middle and senior managers working together and operating well as a team, with common goals. Two more events are planned this year.

Confirmation has been received that that there will be new devolved authorities covering Lincolnshire and East Yorkshire and the Humber, with responsibility for their Adult Education Budgets. It was confirmed that the group are fully aware of the benefits and risks this creates, and the importance of developing strong professional relationships and continuing to develop the groups strong reputation for delivery.

### LSIF Funding:

Governors acknowledged the successful funds approved.

### Mixed Economy Group

The TEC Partnership are part of the group of 30+ Colleges, with significant numbers of higher education students as part of their portfolio. They are implementing an additional strategic group that will collaborate together to lobby government on changes to policy that will support colleges. Many are also seeing a drop in HE numbers.

Degree Awarding Powers: Governors were made aware of the review from the OfS, and their letter of intent had been shared in the pack for information. The scoping meeting will be on 15<sup>th</sup> January.

The group are currently members of two IoT groups, and discussions are underway to look at the future of these partnerships. The DfE have confirmed there will be no future capital funding available.

The group have successfully appointed to the Group Vice Principal People and Culture, and an experienced interim has been secured to provide support until their able to join the group in the Spring.

The board were pleased to learn that DEFRA funding has been approved to support the development of a Seafood School as part of the hospitality and catering provision in Grimsby. The Seafood Cluster is supportive of the provision and will be involved in a working group to take this forward collaboratively. A lecture room will be converted into a wet room, to provide filleting courses and a store room will be improved, in time for the summer.

A governor asked if there were opportunities to develop a fishmonger course, similar to that in Billingsgate, that could support the local industry, or further opportunities to work with local employers to develop courses. A number of qualifications and specialist programmes and masterclasses will be considered for both the cluster, the TEC Partnership students and the general public.

5	<p><b>Curriculum and Student Experience</b></p> <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><b>Update from the Curriculum and Quality Committee:</b></p> <p><b>SAR (Self Assessment Report) and QIP (Quality Improvement Plan)</b>  The board were informed committee members had had oversight of the validation session, which included internal and external senior staff at other FE colleges. A very high level of assurance had been taken from the challenge presented within the meeting and particular attention was drawn to the external members who had questioned whether staff were being unduly harsh on themselves in their self-assessment, (i.e. challenging both over and under assessment).</p> <p>The Quality Improvement Plan contains the priorities identified by the business and is also addressing actions in the Ofsted report. The committee reminded the board of the importance of the QIP as a key monitoring tool for the remainder of the year. The Committee recommended the adoption of the SAR and QIP.</p> <p>The board approved the SAR and QIP.</p> <p><b>Curriculum Planning Process:</b>  The committee updated the board on their report on the curriculum planning process running from November to February across the group. A new process has been introduced this year. It includes a review of:</p> <ul style="list-style-type: none"> <li>• Provision against skills needs</li> <li>• Hours against each programme</li> <li>• Strengthening employer engagement</li> <li>• Income and expenditure by area (curriculum and financial reporting)</li> </ul> <p>The curriculum and planning process also incorporates feedback from the first cycle of Employment and Skills Advisory Group meetings, and minutes were included within the meeting pack.  Members of the committee have been invited to observe the process.</p> <p><b>Annual EDI report:</b>  The board approved the annual EDI report.</p> <p><b>Data Dashboard:</b>  Governors received the data dashboard.</p> <p><b>Curriculum and Quality Oversight Committee:</b>  The Committee confirmed their support for the change of name, and to combining their terms of reference with the full terms of reference of the Higher Education Oversight Committee. Members of the Higher Education Oversight Committee confirmed their support to the proposal.  It was proposed that Andrew Lindley would chair the committee.  The board approved the proposal and associated amendments to the Standing Orders.</p>	
	<p><b>KPI Update</b></p>	

6	<p>Having approved the KPI for the year in October, the reporting has been adapted at the request of corporation members. The report now includes additional information on:</p> <ul style="list-style-type: none"> <li>• Root cause analysis</li> <li>• Corrective actions</li> <li>• Measurement</li> </ul> <p>Corporation members had asked for specific updates on all red RAG items, and there were none for this meeting. Each KPI has an owner, and committee assignation. Amber rated KPI were reviewed and it was confirmed these areas were being given additional attention by ELT.</p> <p><b>Attendance:</b> Attendance rates are a focus across all sites, especially in English and Maths. The Curriculum and Quality Oversight Committee will review rates and actions in detail in their meetings. Learner Services are working hard on ways to engage with students, including working with parents, and running catch up sessions. The start of the next term can be notoriously challenging, when students need to earn money after Christmas, and early action to tackle absence will be taken.</p> <p><b>Continuation rates:</b> Continuation rates for Higher Education, and in particular the PGCE at Grimsby, has also been highlighted again, having begun to fall, after a period of improvement, and remain below the OfS target. This is being monitored closely, and corrective actions include use of the tutorial sessions, and contact with Learner Coaches to re-engage students.</p>																																																			
8	<p><b>Minutes of the Corporation meeting held on 24<sup>th</sup> October 2023</b> Governors <b>approved</b> the minutes and confidential minutes of 24<sup>th</sup> October 2023 as a true and accurate record.</p> <p><b>Matters Arising:</b></p> <table border="0"> <tr> <td data-bbox="209 1189 422 1220">1</td> <td data-bbox="422 1189 638 1220"><b>Action required</b></td> <td data-bbox="638 1189 829 1220"><b>Timescale</b></td> <td data-bbox="829 1189 973 1220"><b>Update</b></td> <td data-bbox="973 1189 1380 1220"></td> </tr> <tr> <td data-bbox="209 1220 422 1288">ASAP</td> <td data-bbox="422 1220 638 1288">Add sale of Lady Edith Drive and Grimsby bus depot on the risk register</td> <td data-bbox="638 1220 829 1288"></td> <td data-bbox="829 1220 973 1288"></td> <td data-bbox="973 1220 1380 1288">4</td> </tr> <tr> <td data-bbox="209 1288 422 1355">year (2023-24)</td> <td data-bbox="422 1288 638 1355">On agenda for next ELT review of the Risk Register</td> <td data-bbox="638 1288 829 1355"></td> <td data-bbox="829 1288 973 1355"></td> <td data-bbox="973 1288 1380 1355">4</td> </tr> <tr> <td data-bbox="209 1355 422 1422">meeting</td> <td data-bbox="422 1355 638 1422">Present an Income Diversity Strategy to the Board in the current academic</td> <td data-bbox="638 1355 829 1422">Before July 2024.</td> <td data-bbox="829 1355 973 1422">Before July 2024.</td> <td data-bbox="973 1355 1380 1422">5</td> </tr> <tr> <td data-bbox="209 1422 422 1489">Ongoing</td> <td data-bbox="422 1422 638 1489">Present phase two of the salary recommendations to the next corporation</td> <td data-bbox="638 1422 829 1489">12 December 2023</td> <td data-bbox="829 1422 973 1489">Completed</td> <td data-bbox="973 1422 1380 1489"></td> </tr> <tr> <td data-bbox="209 1489 422 1556">Completed</td> <td data-bbox="422 1489 638 1556">Adapt the report to show offers made and accepted, in future HR reports</td> <td data-bbox="638 1489 829 1556">Ongoing</td> <td data-bbox="829 1489 973 1556"></td> <td data-bbox="973 1489 1380 1556"></td> </tr> <tr> <td data-bbox="209 1556 422 1624">meeting</td> <td data-bbox="422 1556 638 1624">Account for the dilapidation costs in the financial accounts</td> <td data-bbox="638 1556 829 1624">ASAP</td> <td data-bbox="829 1556 973 1624"></td> <td data-bbox="973 1556 1380 1624"></td> </tr> <tr> <td data-bbox="209 1624 422 1691">register</td> <td data-bbox="422 1624 638 1691">Share the IT Presentation</td> <td data-bbox="638 1624 829 1691">ASAP</td> <td data-bbox="829 1624 973 1691">Completed</td> <td data-bbox="973 1624 1380 1691"></td> </tr> <tr> <td data-bbox="209 1691 422 1758">Register</td> <td data-bbox="422 1691 638 1758">Receive an update on the re-branding project</td> <td data-bbox="638 1691 829 1758">Spring term 2024</td> <td data-bbox="829 1691 973 1758">Next</td> <td data-bbox="973 1691 1380 1758"></td> </tr> <tr> <td data-bbox="209 1758 422 1825"></td> <td data-bbox="422 1758 638 1825">Consider at ELT, whether A Level achievement should be on the strategic risk</td> <td data-bbox="638 1758 829 1825">ASAP</td> <td data-bbox="829 1758 973 1825">On agenda for next ELT review of the Risk</td> <td data-bbox="973 1758 1380 1825"></td> </tr> </table>	1	<b>Action required</b>	<b>Timescale</b>	<b>Update</b>		ASAP	Add sale of Lady Edith Drive and Grimsby bus depot on the risk register			4	year (2023-24)	On agenda for next ELT review of the Risk Register			4	meeting	Present an Income Diversity Strategy to the Board in the current academic	Before July 2024.	Before July 2024.	5	Ongoing	Present phase two of the salary recommendations to the next corporation	12 December 2023	Completed		Completed	Adapt the report to show offers made and accepted, in future HR reports	Ongoing			meeting	Account for the dilapidation costs in the financial accounts	ASAP			register	Share the IT Presentation	ASAP	Completed		Register	Receive an update on the re-branding project	Spring term 2024	Next			Consider at ELT, whether A Level achievement should be on the strategic risk	ASAP	On agenda for next ELT review of the Risk		<p>4</p> <p>5</p> <p>3</p> <p>4</p>
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## **Estates and Property Update**

### **Maintenance Survey:**

The committee had a detailed report on the survey, looking at estate across the group, with highlighted works by category, defects, lifespan for upgrades/ replacements and approx. costs. Addressing the Category D (most urgent) works would cost approx. £1.75m in Year One, but this is being reviewed against future plans and requirements, so there is some movement.

### **New campus at Skegness**

The revised scope has been agreed and tenders completed. The group have appointed the contractor at Skegness (for £11.9m) and completed the purchase of land. The site set up begins on 22<sup>nd</sup> January, with a completion date enabling learners to move in for the 2025/26 year.

### **Animal care relocation**

Fencing will go up next Monday, and this was communicated to staff today. Works on site begin at the start of January, to finish in November, with learners using the new facility from January 2025.

### **DfE capital projects**

Some projects are out for tender for design. There are no flags at present. Adjusted costs will be shared with governors. One is to develop the heart of the Nuns Corner campus which would significantly change the views and feel of the campus.

### **Disposals**

Lady Edith Drive: Heads of terms have been agreed. AC met with the purchasers and local authority planners to review the pre application, and all appears to be progressing well. Timescales if a full application is required were shared, with an exchange on 19<sup>th</sup> February however it may move to reserve matters application.

**Lease of Calee Hall:** This has been completed.

**Hull St James relocation:** The contract is being completed, and the landlord has shown good intent, by starting demolition and works internally.

**Bus depot:** This is still on hold, but the group have obtained a quote to drop the building.

Governors questioned the cashflow forecast for capital projects that are potentially underfunded, and plans to reinvest funds from the sale of Lady Edith Drive back into the estate. The next report to the committee will include cashflow with capital report, and detail protection for clawback by showing intention/ the red circling of funds for planned activities.

Governors questioned the options to promote the new campus in Skegness, and it was confirmed that from early January, a large sign visible to the main road, has been agreed.

Governors asked ELT to consider if there were any risks that could derail the projects – eg staff retirement, and possible mitigations and it was confirmed this is already in plan.

Members asked about significant projects the group were considering if there was a potential funding opportunity, and it was confirmed the group has a list of desirables. The most significant of this is the design for a site in Beverley.

**HR Update**

Restructuring: Following a lengthy consultation period, they have begun the apprenticeship team and management restructure, with interviews planned this week. The restructures in Information Services and Marketing and the consultation for Business Services have been completed. Consultation with the Security team has begun, looking at changing some working hours so more staff are on site in the peak daytime hours.

These departments are the last ones planned but there are a couple of proposals under consideration.

**Recruitment and selection:** In the 4 months from 1<sup>st</sup> August, there have been 131 vacancy approvals for new posts – 1/3 of all approvals in the last year.

There have been 56 starters (37 Support Staff, 18 teaching staff and one manager) , and 91 leavers in this period (62 Support Staff, 25 teaching staff and 4 managers), with 36 individuals receiving offers and going through the onboarding process. (28 Support Staff, 6 teaching staff and 2 managers) recruitment challenges are beginning to improve, and the pay award will provide an additional boost.

**Sickness absence:**

Current absence days (taken as the % of total working days available) is 4.22%, which has increased from 3.96% last year. A couple of hotspots of risk have been identified in Estates and Learner Services.

**Staff turnover:**

Using the AoC formula:

21/22 17.93%

22/23 16.04%

To date – 7.3% (or 7.9% if include redundancies)

Governors questioned if the methods of recruitment had been reviewed recently, and how the group differentiated / made the most of our market position. Governors questioned the role title for some roles again e.g. a Programme Leader at the TEC Partnership is not obviously a teaching role.

They also questioned if the group talent spot, or refer a friend. It was confirmed that more advantage could be made. NET also offer training to support adults back into the workforce in conjunction with the Job Centres, and potentially this could present an advantage too.

Governors challenged if the group advertise the benefits of working for the group, and had the benefits offer been reviewed. It was confirmed they do have benefits but need to advertise this to raise staff awareness.

**Staff survey:**

The group have used a survey with 14 questions for a few years, but this year will use an external company, specialists in the market, who will also do analysis of the trends and summarise recommendations. It will be promoted as an independent survey. Planning it around the branding survey, it will be launched in late February/ early March.

**HMRC:**

See confidential minutes.

The Board thanked SB for his support and contribution to the TEC Partnership and wished him a long and happy retirement.



**Strategy, Skills and Business Development Update**

Strategic Objective 3 - **Contribute to Economic Development by developing programmes, projects and partnerships that meet regional skills needs**

And

Strategic Objective 4 - **Achieve Organisational Growth by working in partnership to identify and deliver on opportunities for growth**

**LSIF Projects:** AC and BC have positions on boards and are waiting to be assigned to workgroups.

**Advisory Groups:** The first round of meetings were informative. A number of common themes were confirmed, that matched feedback from the ERB and LEP partners – e.g. skills shortages, difficulty in recruitment, work readiness.

Some useful feedback was also gathered:

- Businesses struggle to understand our offer.
- We need to make it easy for businesses to reach out and ask for support, with a key contact, (gatekeeper) who will co-ordinate and offer support from the across the group.
- Careers advice was a theme.
- The college as a recruiter – careers fairs representing the area and working with businesses/ highlighting when students are finishing course and looking for local opportunities – helps with their recruitment and our destinations data.
- Preparing students so they are prepared for work.
- Care zones and potential for work experience.
- Reinforcing there is a range of careers in any organisation – share range of apprenticeships possible with partners.
- Importance of environment and net zero.
- Entrepreneurship.
- The overwhelming theme was importance of ensuring our students have had support for work readiness, have basic IT and communication skills (e.g. writing emails/ answering phones) and customer service.

**Board Oversight and Assurance**

8	<p><b>Strategic Risk Register</b></p> <p>In addition to the update earlier in the meeting, governors questioned how to review red rated risks that will continue to be red. The Audit Committee will review what strategy or risk appetite is appropriate to ensure there is no complacency, but risks are accurate and regularly reviewed. Members confirmed ELT also review positive risk/ opportunities.</p> <p><b><u>Update from the Audit Committee:</u></b> The committee offered an invitation to join the committee, or to attend a meeting to learn more about the work covered, to all eligible members. Anyone interested in transferring to inform AP.</p> <p>The board received and approved the Audit Committee annual report and the regularity self-assessment questionnaire and annual report of the committee.</p> <p><b>Health and Safety report:</b> Governors received the report and improvements being made to processes, including adopting IProtectu for work permits, and additional use of the Evolve systems for trips. Incident reporting has increased, and assurance was received that hotspots were being assessed and further updates will be given, if action is required. There were two RIDDOR reportable incidents confirmed.</p>	7
9	<p><b>Safeguarding report</b></p> <p>The corporation received the safeguarding report and reviewed the action plan, following the recent Ofsted inspection.</p> <p>There is a group Prevent plan approved now across the group. All other actions are ongoing.</p>	
10	<p><b>Governance</b></p> <p>The Chair confirmed he had been meeting regularly with the CEO and Director of Governance and noted attendance of governors at activities between meetings.</p> <p><b>Governor membership</b></p> <p>The board received the recommendations from the Search Committee and approved as follows:</p> <ul style="list-style-type: none"> <li>• The amendments to the Standing Orders for the combined committee.</li> <li>• Recommendations for committee membership for new students and staff member.</li> <li>• Support for the scope of the external governance review.</li> <li>• Not to appoint the candidate interviewed at their last meeting.</li> <li>• To adopt the new Code of Good Governance.</li> <li>• To adopt and sign the new Code of Conduct.</li> <li>• To adopt and sign the new guidance for online etiquette.</li> <li>• To complete the governor questionnaire (if in post in the last academic year)</li> </ul>	
11	<p><b>Date of next meeting</b> 19<sup>th</sup> March 2024</p>	
12	<p><b>Confidential Item</b> Apologies were given for overrunning, and this would be carried forward.</p>	

Signed \_\_\_\_\_

Date \_\_\_\_\_

**Action Schedule – Corporation meeting 12<sup>th</sup> December 2023**

<b>Action</b>	<b>Minute Title</b>	<b>Action by</b>	<b>Action required</b>	<b>Timescale</b>
1	Report and Accounts	MKT	Add the end date for Keith Pearson	ASAP
2	Report and Accounts	JG & MKT	Report back to the corporation on the development of the use of the Risk Register	2024
3	CEO Update	BC	Update on the branding project	March 2024
4	Risk Register	MKT	ELT review the risk register, and add risk of sales of property (Lady Edith Drive and Grimsby bus depot), and consider the rating of the A Level again	March 2024
5	Matters Arising	AH/ BC/ MKT	Present an Income Diversity Strategy to the Board	2024
6	Finance and Resources	AC/ BC/ MKT	Report will include cashflow and intentions for future projects	March 2024
7	Update from Audit Committee	JG/ MKT	Review residual red risks and risk appetite	March 2024