

**Minutes of the Corporation Meeting on 1<sup>st</sup> July 2025 at 4pm,  
in 4H01 UCG, and via MS Teams**

**Governors Present:** Robin Atkinson (RA), Andrew Bennett (ABe), Ally Brooks (AB – Chair), James Brooks (JBr), Ann Hardy (AH – Chief Executive Officer), Audra Oldridge (AO), Heather Pepper (HP), Mark Riley (MR), and Rhianna Tupling (RT).

**In Attendance:** Nicola Adams (NA – Campus Principal), Cheryl Eade (CE – Campus Principal), Prue Gibson (PG- Campus Principal), Simon Gummerson (SG – Campus Principal), Nathan Michael (NM - Chief Education and Training Officer), David Mullaney (DM - Interim Chief Infrastructure Officer), Maria Turnbull-Kemp (MTK – Chief Finance Officer), Katie Wheeldon (KW – Chief Commercial Officer) and Antonia Praud (AP – Director of Governance).

**Apologies received:** Tracey Gyte (TG), Sharon Green (SG), George Lee (Glee), Guy Lonsdale (GLon) and Phoebe Vines (PV).

1	<p><b>Welcome, Apologies for absence, Declarations of Interest and Any Other Business</b></p> <p>The Chair welcomed members to the meeting and introduced and welcomed Nicola Adams, new Campus Principal – HE and Skegness. The Chair thanked governors and the Executive Leadership Team (ELT) for both the collaborative approach they had taken and for the significant level of engagement and activity that had been evidenced this year.</p> <p>Apologies were received from Sharon Green, George Lee, Guy Lonsdale, and Phoebe Vines, which were accepted with consent. In addition to annual declarations previously declared, Mark Riley noted a new annual declaration as Governor at Lincoln University. Declarations were made for items on the agenda from ABe, JBr and MR (Item 10).</p> <p>Two items of any other business were approved:</p> <ol style="list-style-type: none"> <li>1. A verbal update would be given under item 7, detailing the latest forecast for NET income to the end of the financial year.</li> <li>2. HE degree honorary awards under item 6, following the panel meeting on 26<sup>th</sup> June.</li> </ol>																							
2	<p><b>Corporation meeting minutes and confidential minutes of the 25<sup>th</sup> March 2025 and Matters Arising</b></p> <p>Governors approved the minutes and confidential minutes of the meeting on 25<sup>th</sup> March 2025 as a true and accurate record.</p> <p><b>Matters Arising:</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">No</th> <th style="text-align: center;">Action</th> <th style="text-align: center;">Action by</th> <th style="text-align: center;">Date</th> <th style="text-align: center;">Update since the last meeting</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td>Provide a report to the Board summarising the results from the recent staff survey, including key variances from the survey last year, and an action plan to respond and address to any concerns, and celebrate success from the improved results this year.</td> <td style="text-align: center;">AH</td> <td style="text-align: center;">Summer term</td> <td style="text-align: center;">Within CEO report in meeting</td> </tr> <tr> <td style="text-align: center;">2</td> <td>Share a finalised forecast, once the key figures are confirmed from the government (e.g. support towards rising NI costs, and in year growth funding and our allocation from the budget confirmed to support the sector)</td> <td style="text-align: center;">MTK</td> <td style="text-align: center;">ASAP</td> <td style="text-align: center;">Latest monitoring report within pack</td> </tr> <tr> <td style="text-align: center;">3</td> <td>Share the response from the OfS once the final DAPs report is received, and also plans to capitalise on the results from a PR/ Marketing perspective</td> <td style="text-align: center;">AH/ NM/ KW</td> <td style="text-align: center;">May 2025 onwards</td> <td style="text-align: center;">Update within pack</td> </tr> </tbody> </table>				No	Action	Action by	Date	Update since the last meeting	1	Provide a report to the Board summarising the results from the recent staff survey, including key variances from the survey last year, and an action plan to respond and address to any concerns, and celebrate success from the improved results this year.	AH	Summer term	Within CEO report in meeting	2	Share a finalised forecast, once the key figures are confirmed from the government (e.g. support towards rising NI costs, and in year growth funding and our allocation from the budget confirmed to support the sector)	MTK	ASAP	Latest monitoring report within pack	3	Share the response from the OfS once the final DAPs report is received, and also plans to capitalise on the results from a PR/ Marketing perspective	AH/ NM/ KW	May 2025 onwards	Update within pack
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4	Share an update on progress with Lady Edith Drive after hearing from Newitts and meeting with Persimmon	AH/ MTK	ASAP	Update in the pack
5	Share update on sustainability at the next meeting, including the group competition and progress update/ plans from the working committee	CE/ JT	1 July 2025	Update in the pack
6	Governance deep dive report requested - theme is bullying and feeling safe on site – following results from student surveys and reports from Campus Principals. The report will focus on follow up (information gathering) and then group action plans	Campus Principals	July 2025	Reported to the Curriculum and Quality Committee and update within the pack
7	Recommend the APP plan and share the final DAPs report	NM	July 2025	APP within pack for approval. Final DAPs report expected now in the autumn.
8	Provide support to the Student Senate to help engage more students and promote the great work the Senate do. This could include engaging with Campus Principals to target specialist areas where the Senate activities could support their learning activities too.	PG, JW and TT	Summer 2025 onwards	Team open to student requests.
9	Develop the finance report, to finesse some lines to reflect the nuances of activities and also the phasing of funding income by month, rather than the current linear approach	MTK	TBC	Approach agreed for 2025-26
10	Share the updated reforecast, review by the committee and arrange an engagement visit with MTK once the forecast is finalised	MTK, ABr , ABe	When known	Reforecast shared with the Finance and Resources Committee
11	Share proposals for transportation strategy from Autumn 2025	MTK	July/ September 2025	Proposals shared and approval gained via written resolution
12	Share report of the compliance audit from Oakleaf and any required actions and costs	AH/ MTK	May 2025 July 2025	Update within the Estates report in pack
13	Confirm who will complete the capital planning audit and share the report, when completed	MTK	Once completed	TIAA will complete audit, followed up by deep five by ABe and MR.
14	Update the board after the meeting planned in a couple of weeks with potential estate agents, to discuss the rental of part of the Modal estate, if relevant.	AH/ MTK	If/ when relevant	Modal update within the pack.
15	Develop new Sales Strategy and Income Diversification Strategy and offer	KW	TBC	Update within the pack.

	opportunities for engagement with the board			
16	Confirm contract for external audit services with Forvis Mazars for three year term, and approach RSM for Internal Audit tender, and then possibly follow up with others directly from the Framework.	MTK	ASAP	External Audit contract confirmed and Internal Audit recommendation in the pack
17	Share health and safety report at the next meeting detailing plans for how the group are progressing to update plans and policies for Martyn's Law, protection for staff, GDPR if using body cams and CCTV etc	AH	1 July 2025	Update within the pack  Further updates will follow.
18	Share interest in any governor vacancies or committee membership with AP	ALL	ASAP	Completed
19	Please share feedback on the governance engagement strategy and let AP know if you would like to attend an engagement meeting with GLee and AP	ALL	ASAP	Completed.

### Strategic Overview

#### 3 Update from the CEO

##### Strategy 1 – Empowering Students to Succeed

**Continuation Rates:** Retention for the group stands at 95.2%, 3.8% above the national average (91.4%.) There is a spiky profile below the top-level figure, with Scarborough TEC, Skegness TEC and the Academy below our target of 92%. Our focus now is on achievements. For HE continuation, there is one particular area of concern (PGCE). Governors received assurance this will be picked up after boards in August.

**Apprenticeship Position:** Congratulations were noted for the team for their sterling work this year, as considerable progress has been made with apprenticeship delivery. The team have moved from anticipating an under delivery against targets to meeting targets, and our achievement rates are also predicted to be above target.

**Teaching and Learning:** There has been a strong focus on ensuring excellence in teaching and learning is at the heart of everything we do. We are advertising for a new role, which is an Executive Director of Teaching and Learning. We have received a strong range of CVs, and the team are organising interviews. The role will lead on support and development activities for all teaching staff. Moving forward, the team are being restructured and will be split between quality and teaching and learning, which will help us drive excellence within teaching and learning agenda.

**English and Maths:** This will be a core focus for all staff next year. The number of students arriving who need to pass English, Maths or both, is significant. 54.7% of our students come in needing English and 60.8% need maths. 45.1% of our students come in needing both English and maths. To succeed and progress, our students need to achieve and have high ambitions. Maths and English needs to be at the heart of everything we do. This is not just a one-year challenge, and we need to take a holistic, whole TEC Partnership approach, with all staff playing their part. The CEO wrote to all staff to emphasise this approach, and shared its importance at the staff conferences this week.

Furthermore, we serve some of the most deprived communities in the country.

- Three wards in Grimsby are the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> most educationally deprived areas in England and 50% of the young people in these areas come to us.
- North Yorkshire has 14 neighbourhoods in the top 20% most deprived in the country and 12 of the 14 are in Scarborough.
- Bridlington has four areas which fall into the classification of 10% most deprived in England. 12% of ERC students come from these areas.

A working group has been set up and will drive forward this agenda. It is encouraging to see the number of staff that have volunteered to take part in this group.

**Work Experience** – There have been significant improvements in the number and type of work experience/work related activities generated this year and we are developing systems to track and record this activity. Viva Engage, our internal communication tool, is highlighting the extent of opportunities on offer.

**Ofsted Draft EIF and Re-inspection** – The Ofsted draft EIF consultation is now complete however due to the number of responses the Chief Inspector has highlighted that he intends to start conducting inspections under the new framework from November. It is increasingly looking like we will be re-inspected under the new framework but we are continuing to prepare for both options. Nathan Michael will offer training to governors at the start of the next academic year.

**Lincoln Bishop University** Last month we met with the new Vice Chancellor at Lincoln Bishop University and discussed potential progression opportunities and are investigating a primary teaching pathway.

#### Strategy 2 – Improve Operational Performance

**Staff Survey:** The anonymous staff survey has now been run again using H and H, with positive results. There was an increased completion rate of 51.9%, a 4.6% improvement on the previous year. The survey evidenced a 12-percentage point improvement in staff satisfaction on the previous year. The results were reviewed together at the latest management away day. There are a couple of pockets where data has declined – most notably Modal and NET. Governors noted the action and delivery plan developed to target the points raised in the survey and took assurance that further conversations continue to address concerns in these areas. Wellbeing breakfasts, and vouchers for staff who work more remotely, were being appreciated by staff across the group.

Governors acknowledged the sample size for Modal and NET is smaller, and the teams have seen change, including management change this year. Governors questioned the dip in training and development. It was confirmed that the general staff training is much improved with the Tuesday timetabled sessions, which will continue next year. This score should improve with the reintroduction of a new PDR and appraisal process, where individual training and career progression will be highlighted and supported.

**Pay:** The Association of Colleges have been consulting with colleges and emailed this week suggesting a recommendation of around 4%. Most colleges are not in a position to offer the 4.5% which was given by the government to schools and will find this challenging. We have budgeted for 2.5% overall.

The group do not intend to pay a Christmas bonus this year. Whilst appreciated by staff, it has been acknowledged that it was detrimental to the benefits of some staff, when it's intention was to be most supportive to this group. The possibility has been highlighted to staff in the CEO briefings, and feedback has included a request to review the payment date of December's pay. A survey to staff is planned.

**Martyn's Law:** We have secured assistance from Humberside Police to support with developments. Plans across the summer will improve our security further e.g. closing a road, and moving a reception.

**Estates:** David Mullaney has joined as Interim Chief Infrastructure Officer and Matt Smith has been appointed as our Interim Executive Director of Estates. The team have stabilised and there is a strong focus on ensuring we are meeting all of our legislative requirements and ensuring students and staff are safe.

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David is also introducing a client focused approach. We have received an additional allocation of £2.9M from DfE to upgrade our category C and D areas.

**Animal Care:** The building has now been handed across to us and we are in the process of moving staff and animals across for the start of the new academic year.

**Skegness:** The Connected Coast Board have further supported us, allocating an additional £100k to the Skegness development to support with the additional highway's costs.

**Lady Edith Drive:** We have now received heads of terms for the Scarborough site. Discussions are underway through our solicitors to move this forward to a formal contract as quickly as possible.

**People and Culture:**— Governors interviewed for the Chief People Officer but unfortunately, none of the candidates interviewed were appointable and we are now looking to readvertise in the late summer. Both agencies involved in supporting the recruitment process felt that the salary offer is competitive, but there are currently difficulties in recruiting to this type of role.

**DfE Annual Strategic Conversation (ASC)** – In May we had the ASC with the DfE and FE Commissioner's representative in attendance. The meeting went extremely well, and we received great feedback via verbal feedback, supportive emails, and the letter in the pack.

### Strategy 3 – Contribute to Economic Development

**Skills England:** is now operational and is focused on addressing national skills gaps and aligning training with economic growth priorities for 2025–2026. We expect to have greater involvement with them in the coming months.

**Mayoral Combined Authorities (MCAs):** All four MCAs we will be working with are now in place. We have received allocations from the York and North Yorkshire and East Midlands Authorities. Although the allocations are less than in previous years, this is due to central government priorities rather than the MCAs as adult education budgets have reduced nationally. The two new MCAs which were created in May are progressing. We have had the opportunity to bid for additional funding in the Greater Lincolnshire MCA and have had success too.

### Strategy 4 – Achieve Organisational Growth

**Applications 2025-26:** Applications for 2025/26 are looking strong with a significant increase in 16–18 applications, but a reduction in adults and higher education numbers. In particular, we are having a real push on HE applications, to convert interest to formal applications. Overall, we are over 300 applications ahead of this point last year.

**Degree Awarding Powers:** We have had feedback from the Office for Students who have stated that our DAPs submission is making positive progress and that we should have further feedback early in the autumn term.

**Office for Students Visit:** During June we had a visit from John Blake at the OfS.

**Construction:** The UK Government is establishing 10 Construction Technical Excellence Colleges (CTECs) across England, but only 58 colleges are able to apply due to the set criteria. Backed by £100 million in funding, they will partner with local colleges and employers to share curricula, training, and professional development. We have secured a seat on the group created by the Association of Colleges to support the developments.

**Request for support:** See confidential minutes.

MR confirmed he had attended a round table event with Skills England yesterday, who went away highly impressed with the regional collaboration that was evidenced and feel there is a great model here. They

	<p>requested to use our region as a sounding board and support will be given to involve the TEC Partnership in future sessions.</p> <p>Governors questioned plans for promotion of positive news at the start of the next academic year and received assurance the marketing team will prepare material in advance to ensure maximum publicity, and governors would be invited to opening events.</p>	
4	<p><b>Update from the Campus Principals</b>  <b>Update from Cheryl Eade – Grimsby</b>  Applications are up for next year and the end of year celebrations and arrangements are well underway.</p> <p>Events recently include:</p> <ul style="list-style-type: none"> <li>• Animal care build is on track and we begin moving next week. Professionals who have visited were impressed by our facilities.</li> <li>• Hundreds of Year 10 students have visited, and feedback is that these visits have been hugely successful.</li> <li>• We have hosted Primary school visits (over 230 students) and received excellent feedback.</li> <li>• Our Community day attracted over 2,500 people to the site, it was an incredibly positive event and a lovely collaborative way to engage with our local communities.</li> <li>• Our student awards ceremony was held this week and we gave a national champions award to one of our gaming students.</li> <li>• Armed forces weekend – our students developed the app they used and our Uniformed Services students were front and centre on the day.</li> <li>• Grimsby hosted the three staff conference sessions that saw all staff across the group come together.</li> <li>• We held our staff celebration last week and star awards, recognising staff achievements. One member of staff was offered a lifetime achievement award by Pearsons, a great honour.</li> <li>• We hosted the final of the Seafood competition which was another fabulous event showcasing the talent within colleges across the country. Our students received the offer of work experience in a Michelin starred restaurant.</li> </ul> <p>MR fed back positively to governors about his recent engagement visit to Hospitality and Catering – he saw them under pressure against the clock as it was exam time.</p> <p>RT confirmed she had attended the final of the seafood competition and it had been excellently run, and the quality of the food was superb. The external guests were impressed.</p> <p><b>Update from Nicola Adams– HE and Skegness</b>  <b>HE:</b>  <b>Attendance</b> has been good through the year, and where individual attendance is lower, we have clear interventions in place. Students are supported with catching up with work and tutors play a vital role in student reintegration.</p> <p><b>Applications</b> are down slightly but our teams are working hard to convert offers sent into firm acceptances.</p> <p><b>Curriculum development</b> It is anticipated that curriculum developments next year will supplement the reduction in applications we are experiencing. Social Work England are coming in to sign off an accredited programme and apprenticeship offer. The Royal College of Veterinary accreditation is due in the first week of November and things are progressing well.</p> <p><b>Continuation and completion</b> – Exam boards were held last week and went smoothly. The predicted pass rates from resits are slightly down on last year, but top up, full degrees and foundation programmes are all over the OfS thresholds.</p>	

Key areas of improvement: Teams are addressing issues identified in Mechanical Engineering and PGCE.

**Skegness:**

Our overall predicted achievement is good. Applications are strong and we have recruited new staff to support level one learners and provide additional employability programmes. We have also adapted our programme for greater cohesion and retention.

The move to the new campus is proceeding well. We have had confirmation that decamping is planned for the first week in September and teaching to start in the second week. Teaching staff have contingency plans to teach in our current building for the first 3-4 weeks if needed.

A governor confirmed they had attended the celebration event in Skegness which was fantastic and students showed great pride in their awards.

**Update from Simon Gummerson on STEC and Bridlington**

Similar to colleagues, SG confirmed it had been an incredibly busy and positive few weeks. Highlights include:

- Celebration events across both sites including laser quest, inflatables and student end of year performances. In Scarborough, they invited the local primary schools and did crafts and gave access to the rises. They had a very positive experience.
- At Bridlington, we hosted the Big Sing event.
- We held the Brilliance Awards at Scarborough and a similar event at Bridlington.
- We have hosted Year 10 tasters at Scarborough.
- We have a number of secondary schools in for visits next week.
- We are holding the North Bank Staff party on Friday.
- We are organising a blue plaque for Eric Fenby, a local composer, and will hold a community event to celebrate it's unveiling.
- We are finalising plans for Freshers week. We have a keen group of staff on a working group, organising a range of activities.
- We have had success with a bid for £141k from the revenue technology fund. Some will be focused on the VR room and some for staff training, some for EV instillation and for physical rigs.
- Adult skills fund – we are working with Hospitality and an external organisation to develop a hospitality passport.
- We have submitted a bid to the Savoy Trust for improvements to Archers restaurant in Bridlington.

Applications looking strong at both sites, with numbers up for 16 – 18, but a slight dip in 19+.

**Update from Prue Gibson – East Riding Beverley and Hull**

Again, it has been an incredibly busy and successful few weeks. Highlights include:

- A community fun day in May. We saw a slight increase in adult applications after this event. Owing to the success, we will run another event in September to celebrate the 10<sup>th</sup> anniversary of the building.
- DIY SOS was a wonderful opportunity for our staff and students, whilst supporting a really worthwhile activity in our community. (rebuilding a community centre in Beverley). We were well represented and had some really positive experiences for students and staff. In addition to trades, our Media students were supporting the show too. The episode is due out in the autumn.
- Other engagement with charities. We supported a couple of events with Hair Breast Friends where our Hair and Beauty students supported their patients with beauty treatments. We have been approached by the Queen Centre at Castle Hill Hospital and will offer treatments in their small salon and offer therapy-based sessions and styling for wig fitting too. Governors confirmed this is not only strong employer engagement but is impactful for our students too.
- Through the NHS, we have links with young health champions. We have also deepened our relationship and partnership together. We are now looking at catering provision and travel and

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	<p>tourism and insights into dermatology and pathology. It is opening opportunities to have meaningful placements.</p> <ul style="list-style-type: none"> <li>• The bench project we created has seen its reputation grow and flourish and as a result we are now repairing benches across the East Riding.</li> <li>• We had a fabulous end of year event for music and performing arts. We have also developed a great relationship with East Riding Theatre, which we will continue once we move into our new building.</li> <li>• The Brilliance awards were fantastic. We will also have our staff awards on Friday.</li> <li>• Worldskills: we had our highest number of students through to awards this year at the regional finals. The impact on students is significant, giving them a real sense of pride.</li> <li>• A number of our staff have received external staff awards. This includes a new teacher award from Pearsons. Kerry Wray has been nominated for a BCTC award and is attending the finals on Thursday.</li> <li>• The move into Baker Street is on track.</li> <li>• A number of taster days for schools are going ahead next week.</li> <li>• We had a very positive student welcome event last week.</li> <li>• We had a good meeting with DWP last week linked to their “Getting Britain working”. They wanted to know what we want from them and what our challenges are in getting adults and young people back into work.</li> </ul> <p>Governors confirmed there is a huge amount going on across the sites. On behalf of the board, the Chair thanked the Campus Principals for the level of passion, enthusiasm and leadership they have demonstrated.</p> <p>Governors confirmed they were blown away by the variety of activities and confirmed that having the updates from the Campus Principals was one of best changes in governance this year. They appreciated the commitment and hearing what is happening and what really matters at each site.</p> <p>Governors noted that Matt Holness is doing a phenomenal job at the Academy this year too, and has had excellent social media coverage too. Governors suggested that Matt report to a meeting of the corporation next year.</p>	3
5	<p><b>KPI report and Ambition 2030 Success Measures</b></p> <p>The corporation reviewed the report on KPI and success measures, and noted the majority were in a positive position. Of note:</p> <p>Focus on observations – there are 3 conferences this week, all noting the importance of excellence in teaching and learning. Every staff member will attend a conference.</p> <p>Enrichments – the review has confirmed there is a significant amount of activity and opportunity for all students across the group, but we need to be much better at recording the activities offered and undertaken.</p> <p>Sustainability – we have introduced sustainability champions. Cheryl Eade and the Head of Health and Safety and Environmental Sustainability are working together to re-invigorate activity across the TEC Partnership and are engaging with external bodies to drive this forward.</p> <p>Attendance - remains a key area of focus and continues to be a challenge. Our current push is getting achievements over the line.</p> <p>Adult education – we are looking to review our data so we are in a position to highlight as quickly as possible confirmed income and raise any concerns to ELT and governors.</p> <p>Significant progress is being made with the Ambition 2030 success measures and currently, the majority of areas are green. There is currently only one red rated item which is the Income Diversification Strategy.</p>	

<p>This is currently being rewritten, and governors will be offered an opportunity for engagement in it's development, before it is presented to the Corporation for approval.</p> <p><u>Embedding a Culture of excellence in Teaching and Learning:</u> This is currently rated as amber. Areas for additional improvement include:</p> <ul style="list-style-type: none"> <li>• Ownership by all staff,</li> <li>• Developing the celebration of staff where we have exemplary practice and sharing this best practice across the organisation,</li> <li>• Changing the structure of the Quality team by splitting across two areas supported by a new Executive Director of Teaching and Learning,</li> <li>• Developing and embedding our digital transformation strategy.</li> </ul> <p>Governors confirmed their support for the prioritisation of English and Maths, and look forward to receiving reports on progress. They also noted support for the new Executive Director role, noting the raison d'être for the group is to provide excellence in teaching and learning.</p>	4
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### Curriculum Quality and Student Experience

<p>6 <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 Oversight Committee Chair</b> The chair confirmed the Group Education and Training Officer's report had effectively summarised the activities of last committee meeting but drew the board's attention to:</p> <p><b>Deep dive activities into SEND and bullying.</b> The deep dives have been really useful, and MR thanked the Campus Principals for the effort and time they had given to prepare their presentations and reports. They not only provide insight for governors, but there was real honesty and transparency in the reporting. Having reports from each site gave significant assurance to members, and their openness to questioning was appreciated.</p> <p><b>SEND Deep Dive:</b> The SEND reports compared our key stats with those of all learners, and national benchmarks and gaps were commented on. Some of the results were better than for all students and this was credited to the support that is given. Thanks were noted to the support staff across the group who really make a difference for our students. Each Campus Principal shared strengths and areas of improvement - and one area highlighted was ensuring the whole team around the student has high aspirations for each student - and this features in programme choice and careers planning from the moment of enrolment.</p> <p><b>Bullying:</b> All Campus Principals confirmed that the increase in the score in the survey was linked to specific incidents in identified cohorts, rather than seeing an increase in bullying across the group. Assurance was noted from our records, and it was good to hear a student governor also confirm they are not aware of any bullying on site. The committee also heard about initiatives adopted as a result of the survey.</p> <p><b>HE:</b> It was good to hear about "encouraging progress" with the DAPs review, hear about the ongoing support for students at the end of the year to support them to complete their portfolios and sit resits - and ultimately achieve completion. The committee also heard about the level of staff research and scholarship - and how many (18) are presenting at the three staff conferences at the end of term. There have been a significant number of validations this year, and opportunities to review in the next academic year.</p> <p>During the discussion around academic regulations a governor made a recommendation linked to the apprenticeships offer. Following discussions with the team after the meeting, this has been added to the paper for the corporation to approve today.</p>	
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**Careers:** The committee took assurance that when formulating our plans for next year, we are reviewing our performance this year, feedback from the OfS, and the latest changes to the GATSBY Benchmarks.

**Staff development:** The Tuesday sessions will continue, and the new PDR process will inform individual and team training. There is a new development hub that has been created for staff and gathers data together. The committee were informed that good progress is being made and there is confidence the staff survey scores will improve once the new performance process is introduced.

**FE:** It was good to hear about the big push on Maths and English next year, which will be a real drive for the group. The committee understand it will be a commitment for the next few years, rather than completed in the year.

**Apprenticeships:** Positive data is coming through as already mentioned. The team are developing an SLA.

**Skills:** There has been significant activity and the committee received positive reports on the employer network sessions, and the level of new engagement with employers each month. There are real gains being made - e.g Scarborough Job Centre.

**Training:** Ofsted training will be offered in early September by Nathan for the board.

**Self assessment** – the committee reviewed it’s performance and confirmed it has been a really positive year and deep dives and increased engagement activities are really adding to the process.

**Safeguarding and Prevent:** The committee took assurance from the update on safeguarding and EDI activities and the level of engagement between the Lead Governor for Safeguarding and the safeguarding team. HP had visited sites on the North and South Bank, as well as attending safeguarding meetings, and had added governance as a standing agenda item.

The corporation received the recommendations and approved both the APP (Access and Participation Plan) and the proposed academic regulations.

Governors reinforced that the deep dives had really improved governance this year. They only commissioned deep dives when felt necessary and the range of activities included:

- KPI and Performance
- Health and Safety
- Compliance
- Safeguarding (Bullying and feeling Safe)
- Additional support (SEND)

These are great areas to receive assurance and had also seen the committees play to their strengths with activity at Curriculum and Quality Oversight Committee, Audit Committee and Finance and Resources Committee. Governors have learnt so much more, and have greater assurance and confidence as a result. The board thanked staff again. The ELT confirmed that they also benefitted from the deep dives, and focus of the activities and thanked governors for their ongoing and increased level of support.

The corporation also thanked MR who was already having an impact as chair of the committee.

**Honorary awards:** Governors confirmed they had received the additional paper after the committee sat on 26 June. The corporation approved the recommendation of three honorary bachelor degrees. Names of the deserving individuals are confirmed in the confidential minutes.

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

**Update from the Chair of the Finance and Resources Committee**

It has been a very busy period for the committee, with two formal meetings in last 2 weeks with substantial agendas. The committee noted there had been a significant improvement in the quality of both the agenda and reports in the last 12 months and recorded thanks to MTK, KW, DM and AHall.

Congratulations were also recorded to the team for the achievement of outstanding financial health.

The committee had considered:

- A request for £100k self-funded capital for curriculum areas, which will be revisited when the digital transformation strategy and project is presented to the corporation.
- The proposed budget for next year.
- The recommended maintenance programme for the next academic year.
- Recommendation of the updated financial regulations.
- Received good oversight of the major projects.
- The chair had had a visit to the new animal care building and is looking forward to a visit to the new Skegness campus.
- Had received an update from People and Culture on the new PDR process and termly report. The committee were pleased to note the improvement with recruitment times and communication as a result of improvements in processes.
- Received the latest financial monitoring reports and assurance that the unanticipated costs that lead to variances this year had been built into the budget for next year.
- A skills and employer update.
- A report on the use of Bursaries funding and assurance given on the utilisation for the benefits of students, and risk of clawback.
- Cashflow updates
- Report from the Estates team – including maintenance plans and development of the team.

The committee had reviewed the transport proposal to outsource to Acklam Coaches. It was confirmed this had since been agreed by the corporation by written resolution.

The chair thanked the chair of the committee for his comprehensive update, which demonstrates the level of interest and engagement by governors.

**Management accounts to 31<sup>st</sup> May 2025**

Governors noted there was a significant variance to the revised budget of approx. £1.5million. This was predominantly from two areas. Whilst expenditure is also over by £55k, this will drop off in July:

Staffing is over by £765k. This was partly due to the payment of the Christmas bonus and also due to the rise of NI contributions. Whilst told we would receive 100% of the additional costs of NI contributions, it has now been confirmed the group will only receive 75% of the costs. This is out of our control. Other costs within this include an overspend on settlement payments and agency costs.

NET Provision overall was under by £914k in the latest accounts, with the AEB income and revenue grant income being the main contributors. At the meeting last week, it was confirmed that the team had confidence in aiming to achieve the target in the revised forecast, subject to a risk of staff availability but a strategic risk was highlighted to the committee, if this was not met (up to £1.2m).

The committee tasked the team to review the income plans and activity in the pipeline and report back to the corporation meeting on the extent of the risk. (The second item of additional any other business). The committee have also agreed to have an additional meeting, and report back to the corporation, if a variance to the report today, materialises.

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Adult education – information has been slow to come through and the finance team will not add any income to the system that is not fully verified. The MIS and NET teams have done a lot of work since last week and an additional £551k of invoices are currently being processed. The Director of NET has shared a detailed breakdown of known courses being delivered by site by the end of July. The team are working flat out and are positive their team will achieve the forecast but will keep the committee informed if there is any deviation. Audra’s team will develop new systems and processes to capture and process work as soon as possible and will currently meet on a weekly basis to review the flow of income and activity. The release of revenue grants is behind but the Director is adamant we will achieve this.

Currently the team are confident they will achieve the revised forecast and the corporation took assurance from this and that there would be an additional finance and resources meeting, if required.

Governors noted concern that taking into account the pro rata basis, this would be a deficit of £1.2million and questioned the movement of over £550k in one week. It was confirmed that the NET team had performed much better than the finance system was recording as some information had not been processed effectively. This data transfer will be prioritised and will also allow any risks to be identified in a more timely manner. A processing element had been missed but this will not happen again as admin processes are being amended and there will be greater internal oversight on data management.

Governors noted:

- Once heads of terms have been agreed for Lady Edith Drive, the purchasers have agreed to cover running costs of the site.
- The group cashflow has been updated.
- The corporation noted a balloon payment is required for the Santander loan.

Governors thanked MTK for her update and confirmed that overall the reports are positive, and this is reinforced by the feedback from the financial health score, results of the CEFSS and reports at the annual strategic conversation. This was achieved at the same time there has been a high level of investment, including capital investment in the group’s estate. The corporation intends to continue with ongoing and significant investment in the estate and resources which should be reflected very positively in the annual report and accounts.

#### **Annual Budget:**

MTK confirmed that she had changed the approach to budget setting this year, taking a bottom-up approach. Whilst there was some challenge back, the response to requests from departments across the group had been overwhelmingly supportive. Of note:

- In the future, revenue grants will be recorded differently – inputting the income that will come in to the group.
- The most significant change is to apprenticeship income. The team is performing very well, and this has been reflected in the income target for next year.
- Adult education income has been reduced. There may be more opportunities but we have erred on side of caution. It is also aligning our projections to the phasing in the last three years.
- 2.5% has been included for pay increases.
- The funds from the sale of Lady Edith Drive is not included.
- Forecasting is more nuanced next year, following trends rather than split equally over a 12 month period.

Governors questioned why there was such a large difference in the corporate services line this year (£4 million variance)? Governors were informed this is because a lot of work has been completed in creating new cost centres, to have more accurate team and site reporting. It is not an increase in operating costs overall.

Governors asked if the team would create monthly forecasting and received assurance this is already completed.

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The corporation approved:

- The 2025-26 annual budget
- Approval of the Financial Regulations.

**Estates:**

**Estates Capex KPI**

The team have developed new KPI and an investment plan of works to be completed over a three-year programme, which received the support of ELT this week.

The team have aimed to find the correct balance between conditions work and improvements, noting the strict criteria for the DfE funding, which can only be used for conditions works. They have identified a range of activity that underpins priority areas and in particular will underpin the group focus on maths and English. The measurement of success needs to be delivery on time, within budget and exceeds client expectations.

The corporation confirmed their support for this direction of travel.

**Major Projects: Skegness**

The main change is completion has moved back potentially by two weeks. Our project lead had been minded it was a possibility. Our focus is to ensure we are business ready, and we have agreed to have practical possession of the site in the next few weeks. The acceleration of the Highways works is costing an additional £46k, and the overall cost of the project is now anticipated to come in c£200k over budget. The contractors have confirmed a handover date of 10<sup>th</sup> September.

**Animal care centre**

We have taken practical completion of the building and we have a business ready group moving the project forward so we are ready and open at the start of term. The budget was realigned, thanks to savings achieved by reclaiming VAT, and it is therefore anticipated the project will come in under budget by approx. £385k, subject to final account agreement.

**Baker Street**

There is a meeting tomorrow to confirm progress but the project is running to plan with a practical completion date of 31st July. It is expected to come in within the budget set of £200k, including furnishings and IT.

**Maintenance programme**

**DfE Condition grant 2024/2025**

Governors received assurance that the following works had been completed with actions focused on Category C and D areas of our estate. This meant the lion's share of activity was focused on the Grimsby site.

- Mechanical/ Electrical and Plant Installation
- Roof replacement
- Glazing replacement
- Classroom upgrades
- Toilet Refurbishments
- Externals (pavements, student social spaces)

**Three – Year Maintenance Investment Plan 2025/2027 capex investment programme**

Following the initial £1.93 million investment in 2024/25, the TEC Partnership has been awarded a further DfE grant of £2.9 million. This allocation compliments the approved TEC Partnership self-funded sum of £1.5m previously approved, to support planned investment areas across 2025/26 and 2026/27.

Planned works will include:

- Building Fabric Improvements ceilings, floors, walls, and doors
- Mechanical & Electrical Upgrades including ventilation, heating, electrical installations, and boiler systems

- Specialist Systems & Learning Environments workshop ventilation, communication and security systems

### **Self-funded Capex improvement works 2025/2026**

To-date ELT have approved a limited schedule of projects, including:

- Academy – Salon – £48,012
- GIFHE – Salon – £25,000
- Flemingate – Teaching Accommodation Alterations – Estimate £30,000
- GIFHE – Pedestrianisation of Roadway Adjacent to Workshops – Estimated cost £65,010
- UCG – Workshop highway safety and Safeguarding improvement works - £41,111
- Bridlington Access/egress control speed gates providing improved safeguarding and security measures £54,900

The corporation received the recommendation and approved an additional £100k for self funded capital towards curriculum improvement works and noted that a further request would be raised during the next academic year, when the first stage of the digital transformation strategy is recommended.

### **Estates Directorate review**

The Estates Directorate will be reviewed in four phases. The first phase involved a review of the Estates team, leading to the final three phases being reviewed and implemented by September 2025. The plan was approved by ELT on 10<sup>th</sup> June 2025. In the first stage. DM has become Interim Chief Infrastructure Officer and Matt Smith has been seconded to be the Director of Estates, with a view to the position becoming permanent later in the year. The four phases will be:

Phase One by 1<sup>st</sup> July: the Estates team responsible for capex, maintenance and compliance,  
 Phase Two: Cleaning and Security,  
 Phase Three: the North bank Facilities offer and  
 Phase Four: Transport Management, following the embedding of the proposed new outsourced student support bus service

DM is also seeking to develop a new service ethos and positive workplace culture, to exceed 'client' expectations, which improves the student and staff experience, underpinning the positive development of the estate, to grow the business and the reputation of the TEC Partnership across the Group.

### **Estates Compliance and Statutory obligations Deep dive 2025**

Further to recent serious concerns, relating to the standard and level of Estates compliance, Oak Leaf consultants were commissioned to work alongside the Estates Directorate and the Health and Safety team, to ensure that the TEC Partnership has robust and compliant policy and processes, across the Group estate portfolio. In the review we have identified that good work has been completed but has not been reported to ELT. The group had also acted swiftly to ensure compliance checks and records for all sites were completed and recorded. Moving forward, the Estates and Health and Safety teams will have a more joined up approach and will communicate more effectively. Governors received assurance that all the recent good works and compliance activities will be recorded centrally, and these records will be continually updated moving forward. It has been an expensive but absolutely necessary action.

The Oakleaf audit would be completed in four phases, and the initial report would be due later in the summer, with future reports scheduled in monthly intervals thereafter. The board confirmed an interest in regular updates and review at the Audit Committee in the first instance.

Governors thanked DM and his team, noting that in the short time he had been in role had had provided strong assurance and it was good to see regulatory compliance work underway. They board complimented the improvement in reporting, and renewed focus of the team.

Governors suggested that it would be good if the team could develop a balanced scorecard to provide assurance on compliance areas to the corporation in the future.

	<p><b>Revenue Grants</b></p> <p>Governors noted the updates earlier in the meeting, and content of the report. There are a number of opportunities outstanding including:</p> <ul style="list-style-type: none"> <li>• £218k award for skills bootcamps with Hull and East Yorkshire</li> <li>• Skills bootcamps in Hull</li> <li>• A £42k award offering progress to complete higher-level apprenticeships</li> <li>• Awaiting details of an award of £1million (from Pilot S Year2)</li> </ul> <p>The team are having strong success and recent awards include:</p> <ul style="list-style-type: none"> <li>• £105k Skills Innovation Fund</li> <li>• £47k Orsted / East Coast Skills Fund to run STEM Quest Festivals in 2026 across campuses</li> <li>• £218k Transafe Skills Bootcamps Hull/East Yorkshire</li> <li>• £44k additional ASF Greater Lincolnshire</li> <li>• £188k People &amp; Skills Contracts North-East Lincolnshire</li> <li>• £42k East Midlands Skills Bootcamps</li> </ul> <p>Governors recorded their thanks to the team for their efforts to get us here to date and in particular for the effort needed to achieve the adult education budget by the end of July.</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><b>Group Branding</b></p> <p>The team have consulted over 300 staff since the board met to review the options at the strategic away day. A final decision on the logo is now required so they can move forward with signage for Skegness and Baker Street as a priority.</p> <p>Governors noted their support overall but raised that rebranding is expensive and questioned if there was sufficient funding within the budget for all parts of the group. It was confirmed they won't complete a full rebranding programme immediately, but would update signage as they replace equipment. There had been some decisions not to put branding on some resources as we knew the branding would soon be completed too. Digital rebranding could begin immediately.</p> <p>Governors confirmed they could understand the blurred start from finance perspective but asked who would be the owner of the brand and where is the discipline? It was confirmed the owner would be the central marketing team. Governors then challenged if there would be a hard stop on when the rebranding process should be completed by? After discussion, it was confirmed that ELT would meet to consider this and would report back to the corporation meeting in October with timescales and a delivery plan.</p> <p>The corporation approved the group branding.</p> <p><b>Business Engagement and Projects</b></p> <p><b>Marketing:</b></p> <p>Governors noted the range of activities underway and the growth of employer collaboration each month, listed in the report. It was confirmed the team are implementing a sales strategy with integrated AI system which will drive apprenticeship sales. They are looking to maximise the effectiveness of the Marketing team by using AI for lead generation and the group are advertising a new lead generation role.</p>	8

	<p>Governors recorded congratulations to the team and thanks, as over the last 12 months, the group had seen a big improvement on the impact of our marketing activities. It was also good to see great partnerships developing and our community events punching its weight in the region again.</p> <p><b>Annual Accountability Agreement</b> It was confirmed that after approval by written resolution, the annual accountability agreement had been submitted before the deadline in June.</p>	
<b>Board Oversight and Assurance</b>		
9	<p><b>Internal audit reports</b> Governors noted the audits completed by TIAA on Training and Development and Apprenticeship Delivery which had both received reasonable assurance. They also noted the response from ELT members, and supported the suggestion ELT members should review and agree management responses to future audits.</p> <p><b>Appointment of Internal Auditors</b> The corporation approved the recommendation to appoint WBG as our Internal Auditors on a three year term. The corporation confirmed that whilst more expensive, this was far outweighed by the scoring for quality and overall value of the reports to the group.</p> <p><b>Strategic risk register</b> Governors noted the report from the CFO and agreed the major risk to our stability continues to be cyber security. The incident at M and S recently spotlights how all groups are vulnerable. There was a staff awareness session at the training days this week and we continue to have monthly on-line refresher sessions.</p> <p>Other core risks will include:</p> <ul style="list-style-type: none"> <li>• Income for Adult Education, especially as the environment is changing.</li> <li>• Our inability to recruit to HE will continue as a key risk.</li> </ul> <p><b>Capital Projects Audit</b> The corporation noted that governors had input into the scoping document for the audit which will be delivered by TIAA. ABe and MR will then conduct a deep dive, reviewing feedback from the audit against the summary conducted by Ian Sackree, with ELT members. An update and action plan will be shared with the Audit Committee.</p> <p><b>Health and Safety</b> Following the deep dive, the health and safety team have followed recommendations and at the management away day managers across the group focussed on health and safety sessions.</p> <p>The corporation approved the health and safety policy.</p>	
10	<p><b>Governance Update</b> The corporation received an update from the Chair, following the recent Search and Governance Committee meetings.</p> <p><b>Membership update:</b> The corporation approved:</p> <ul style="list-style-type: none"> <li>• James Brooks to continue on the Remuneration Committee and become Chair of the Remuneration Committee.</li> <li>• Andrew Bennett to continue as a member of the Search and Governance Committee.</li> <li>• Mark Riley to continue as the Chair of the Curriculum and Quality Oversight Committee.</li> </ul> <p><b>Governor appointments:</b></p>	

The corporation received an update from the Search and Governance Committee and noted the strengths and experience that each of the candidates would offer to the corporation. The board approved:

- Richard Gravestock to join the corporation and the Finance and Resources Committee.
- Nick Snowden to join as a co-opted member of the Curriculum and Quality Oversight Committee.
- James Tabor to join the corporation and the Finance and Resources Committee.
- Carly Sidebottom to join the corporation and the Curriculum and Quality Oversight Committee.
- Steve King to join the corporation and the Finance and Resources Committee.

#### **Chair of Corporation appointment**

The board were informed that we had been extremely fortunate and had received six strong CV's. The AoC recruitment service had run a highly effective recruitment process on our behalf. A corporation would be lucky to have appointed any of these candidates on paper. The committee had shortlisted three candidates to interview, and received advice and support from Martin Sim from the FEC. All three candidates had been CEO and Principals of colleges in the sector and all had formidable reputations and are well respected nationally. All performed well in the interviews and it was a tough but privileged position to be in.

Governors approved the recommendation to appoint Malcolm Cowgill as an independent member on a four-year term.

The board then approved Mal Cowgill as Chair of the Corporation from 1<sup>st</sup> September 2025, subject to all the appropriate checks. Malcolm was also appointed to the following committees:

- Curriculum and Quality Oversight Committee
- Finance and Resources Committee
- Remuneration Committee
- Search and Governance Committee

#### **Written resolutions**

Since the last meeting, two written resolutions have been written and approved by the corporation.

1. Written resolution for the transport proposal. This was time critical, as waiting for a decision at the meeting in July, would limit the opportunity for staff consultation and a transfer of activities in time for the new academic year.
2. Written resolution for the approval of the annual accountability agreement. As a result of moving our strategy day to March, it meant there was not an appropriate meeting before the agreement needed to be submitted on 30<sup>th</sup> June.

#### **Use of the Corporation Seal:**

The corporation seal was used for:

- the TP1 Land Registry and HVSS Agreement for the Skegness build.
- the continuation of the lease for part of our Modal site.

#### **Governance Action Plan:**

Governors reflected on the action plan and confirmed that communication had improved considerably this year, and thanks were noted to the Chair, and Director of Governance for all the work behind the scenes. The Chairs meetings, deep dives and increased engagement with ELT had all developed governor's knowledge and assurance and strengthened governance processes as a result. The Chair thanked all governors for their enthusiasm and engagement. Governors reflected that the action plan evidences the narrative of their journey well.

#### **Governor engagement and monitoring:**

In the committee self-assessment activities, the commitment to deep dives and engagement activities has been identified as a significant improvement this year. Thanks were noted again.

It was noted that a number of reports had been shared since the board papers went out – and this ongoing commitment right up to the end of term was appreciated. Reports were included in the supplementary papers.

**Governance Self evaluation:**

The corporation confirmed their support to the use of a range of assessment activities to review performance this year. This includes:

- Gathering the feedback from the review at the end of each meeting.
- Committee self-assessment activities.
- The annual board questionnaire.
- Feedback from one to ones with the Chair of Corporation.
- Feedback from one to ones with the Director of Governance.
- Exit interviews.

**Performance of the chair and senior postholders:**

Governors also noted their support to the recommendations for reviewing the performance of senior postholders and the chair of the corporation.

**Governance Development Strategy:**

Governors approved the governance development strategy.

**Instrument and Articles:**

Following the recommendation from the DfE, amendments to the Instrument and Articles were recommended as follows:

- a. Remove the wording on minimum quorum stating the Secretary of State will be the appointing body
- b. Remove the wording on voting rights for student governors who are under 18

Other recommendations included:

- c. We are not required to record a dissenting view at the request of one member of the board. It is suggested we remove this additional line. Minutes should be a balanced reflection of the meeting, reflect a level of challenge, and are approved by consensus.
- d. We do not need to share draft minutes with the public, and so this is also removed.
- e. Removal of the reference to the Audit Code of Practice.

The corporation approved all the amendments recommended.

**Standing Orders:**

The corporation approved the following amendments to the standing orders, noting further clarity to be included to 6.3 – the term for chair and vice chair.

**Corporation meetings:**

It was proposed to alter the minimum number of corporation meetings from 5 to 4.

**Audit Committee:**

The Committee in May confirmed their support to the following changes to their terms of reference:

- The change from the Audit Code of Practice to the Framework for auditors and reporting accountants of colleges.
- Reflecting this does not include our HE funding so referring to the OfS terms of funding too
- The new titles of ELT members
- To note the new duty the corporation requested this year – to have oversight for deep dive activities.

**Curriculum and Quality Committee:**

The Committee in June confirmed their support to the following changes:

- to adapt the wording so twelve members and up to two co-opted members may be on the committee.
- To add the Chief Commercial Officer to the list of attendees.

	<p><b>Finance and Resources Committee;</b></p> <p>A request from the committee on 5<sup>th</sup> June to:</p> <ul style="list-style-type: none"> <li>• Record an additional duty - to have oversight of the new opportunities register.</li> <li>• Adapt terminology used to note changes in the sector: The Post – 16 audit code of practice has now been replaced with Framework for auditors and reporting accountants of colleges.</li> </ul> <p><b>Search and Governance Committee:</b></p> <p>A request from the committee on 5<sup>th</sup> June to:</p> <ul style="list-style-type: none"> <li>• Reference the oversight of the governance action plan.</li> <li>• Reference the governance development strategy.</li> </ul>	
11	<p><b>Review of the meeting</b></p> <p>The corporation confirmed:</p> <ul style="list-style-type: none"> <li>• The meeting was well chaired and to time. There had been a full agenda and yet there had been a good level of challenge and insight within core updates.</li> <li>• Having the Campus Principals attend meetings and providing campus updates provided excellent assurance. Their positions on the Executive Leadership team had also improved communication and their input was valued.</li> <li>• Real progress had been achieved this year and there is a lot to celebrate across all areas and campuses.</li> <li>• Feedback from the Annual Strategic conversation was extremely positive and deservedly so.</li> <li>• The deep dives and engagement activities, and earlier involvement in strategy and policy development was impactful and there is a clear drive for this to continue. It was confirmed that the Search and Governance Committee believe Malcolm will be very supportive of this direction. Thanks were noted to governors and ELT members for all the hard work that has achieved this.</li> <li>• Thanks were also noted to the Director of Governance for all her support this year.</li> </ul> <p>Thanks and appreciation were noted to retiring members: Ally Brooks, Sharon Green, Rhianna Tupling and Phoebe Vines.</p> <p>Thanks were also recorded to Maria Turnbull Kemp. Whilst Maria would not leave the group until the end of September, this would be the last formal corporation before her departure. Congratulations were also recorded for her new role.</p> <p>Governors noted thanks specifically to the Chair. Ally had chaired the corporation admirably this year and the impact of his leadership and approach was clear to see. ABr had guided the group with confidence, and clear direction and governance was notably strengthened under his chairmanship.</p>	