

**Minutes of the Corporation Meeting on 21st October 2025 at 4pm,
in 4H01 UCG, and via MS Teams**

Governors Present: Robin Atkinson (RA), Andrew Bennett (ABe), Mal Cowgill (MC – Chair), Tracey Gyte (TG), Ann Hardy (AH – Chief Executive Officer), Steve King (SK), George Lee (GLee), Guy Lonsdale (GLon) Audra Oldridge (AO), Heather Pepper (HP), Mark Riley (MR), Carly Sidebottom (CS) and James Tabor (JT)

Apologies received: James Brooks (JBr) and Richard Gravestock (RG).

In Attendance: Nicola Adams (NA – Campus Principal), Cheryl Eade (CE – Campus Principal), Adrian Ford (AF – Interim Chief Finance Officer), Prue Gibson (PG- Campus Principal), Simon Gummerson (SG – Campus Principal), Nathan Michael (NM - Chief Education and Training Officer), Katie Wheeldon (KW – Chief Commercial Officer) and Antonia Praud (AP – Director of Governance).

Apologies received: David Mullaney (DM - Interim Chief Infrastructure Officer)

1	<p>Welcome, Apologies for absence, Declarations of Interest and Any Other Business The Chair welcomed members to the meeting, and a round of introductions were made.</p> <p>Apologies were received from James Brooks and Richard Gravestock which were accepted with consent. Declarations were made for items on the agenda from GLon.</p> <p>Two pieces of additional business were approved – the digital transformation proposal and approval to proceed with talks for the sale of the Nunsthorpe Campus.</p>																															
2	<p>Corporation meeting minutes and confidential minutes of the 1st July 2025 and Matters Arising Governors approved the minutes and confidential minutes of the meeting on 1st July 2025 as a true and accurate record.</p> <p>Matters Arising:</p> <table border="1" data-bbox="169 1323 1406 2047"> <thead> <tr> <th>No</th> <th>Action</th> <th>Action by</th> <th>Date</th> <th>Update since the last meeting</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Arrange Ofsted training session for Governors early in the new year</td> <td>NM</td> <td>September 2025</td> <td>Session delivered on 24th September 2025</td> </tr> <tr> <td>2</td> <td>Share date of the DIY SOS episode, once confirmed</td> <td>PG</td> <td>Once known</td> <td>Completed</td> </tr> <tr> <td>3</td> <td>Invite Matt Holness to report to the corporation next year</td> <td>MH</td> <td>2025-26</td> <td>Matt presented to CQOC on 14th October 2025 and will report to corporation in the Spring term</td> </tr> <tr> <td>4</td> <td>Offer governors opportunities for engagement when developing the income diversity strategy</td> <td>KW</td> <td>2025-26</td> <td></td> </tr> <tr> <td>5</td> <td>Arrange Finance and Resources Committee meeting and update to board, if income is notably different to the revised forecast by the end of July</td> <td>MTK and KW</td> <td>31 July 2025</td> <td>Arranged but confirmed no need to go ahead as team</td> </tr> </tbody> </table>	No	Action	Action by	Date	Update since the last meeting	1	Arrange Ofsted training session for Governors early in the new year	NM	September 2025	Session delivered on 24 th September 2025	2	Share date of the DIY SOS episode, once confirmed	PG	Once known	Completed	3	Invite Matt Holness to report to the corporation next year	MH	2025-26	Matt presented to CQOC on 14 th October 2025 and will report to corporation in the Spring term	4	Offer governors opportunities for engagement when developing the income diversity strategy	KW	2025-26		5	Arrange Finance and Resources Committee meeting and update to board, if income is notably different to the revised forecast by the end of July	MTK and KW	31 July 2025	Arranged but confirmed no need to go ahead as team	<p align="center">1</p> <p align="center">2</p>
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				exceeded their targets	
6	Ensure that we emphasise in the narrative in the annual report and accounts, the significant investment and improvement into the group resources and estate.	ALL	December 2025		3
7	Request to consider developing a dashboard/ balanced scorecard that tracks compliance, which can be shared with the corporation for assurance purposes	DM	2025-2026		4
8	Report to October board meeting with delivery plan for re-branding and confirm a potential “stop date” for the future, for completion of the rebranding project	KW	October 2025	Completed - update in the board pack	
Strategic Overview					
3	<p>Update from the CEO</p> <p>Strategy 1 – Empowering Students to Succeed</p> <p>Behaviour: See confidential minutes.</p> <p>Achievement Rates 2024-25: The achievement rate overall is currently 88.9% and is predicted to outturn at 89.2%. Underpinning this:</p> <ul style="list-style-type: none"> • 14-16 results at the Academy dropped from 74.9% to 63.2%. Retention has improved year on year. • 16-18 achievement has dropped by 0.2% to 85.3%. • Adults (19+) achievement is currently 93.1% and is predicted to outturn closer to 93.3%. • The apprenticeship achievement rate has dropped by 2.2pp to 56.5%. This is also below our predicted rates with the DFE. <p>The Quality team are picking up actions on programmes that achieved below the national average.</p> <p>Maths and English: The Grade 4-9 achievement rate has gone up across TEC Partnership for GCSE mathematics (by 1%) and English (by 1.7%). We made the decision to use Century Tech, which can be used for both initial assessments and in year training. It provides consistent results across the organisation. Over 60% of students have been tested and confirms and only 5.05% of students are operating at L2 or above for English and only 1.13% for maths so many students will struggle without adjustments in learning and additional support. 45% of our students arrive without both their English and Maths qualifications. As a result, the majority of students (approx. 80%) will qualify for the inclusion package the DfE are looking at.</p> <p>We are taking a whole organisational approach and are encouraging vocational staff and support staff to be included in working groups.</p> <p>9% of our students achieved high grades in their retakes in the summer but many are being let down by their educational journey before coming to us. This includes those who have attended education settings full time, as many young people do not benefit from English and maths specialist teaching until they reach KS4. There are still real challenges in recruitment of specialists. As a result, there are less students working at L3 and more at L1, as they join the group.</p> <p>Governors questioned if this picture was reflected in the network in region or nationally?</p>				5.

AH confirmed she had raised this at a recent CEO meeting, and most colleges had not dug below the top figure. At a recent North-East Lincolnshire board meeting, AH had also shared these important stats and they are looking at how educators and employers can help address this concerning together. It is highly concerning.

Work experience: This area had been identified as an area for improvement, and the team have had a good solid start to the year. All Year 2 T Level students have been placed, and L1 have placements confirmed. 200 students are on board already. We have introduced new processes and logbooks and trained curriculum staff. Another development to our processes is the ability to monitor soft skills too.

Strategy 2 – Improve Operational Performance

Pay increase: The annual staff pay increase is made in March each year. This year staff received a minimum increase of 3.5%, and the year before 6.5%. The group also recently revisited and improved our staff teaching scale which has helped with recruitment of staff. This year we have 2.5% in budget but the AoC have made a recommendation for a 4% increase this year. It has no legal power, and clarifies that this recommendation would be subject to affordability.

The group have committed that there will be no Christmas bonus payment this year as made in previous years, with the message reiterated at recent staff updates. The Union is supportive and understand why. Now that we know our student numbers, the team will look at affordability, and ELT will review recommendations that will be presented to the Remuneration Committee. They will make recommendations to the board in December.

Staff Survey: The anonymous staff survey action plan is being regularly reviewed and a lot of progress was made with Staff at NET and Modal over the summer. The group plan to use Habit 5 again next year as participation continues to increase as staff have confidence in the anonymity of the survey, and can see the impact from the activity.

Recruitment: We have appointed Becki Hamnett from the University of Hull to be our Campus Principal for Higher Education at Grimsby and Natasha Armitage Evans from the Luminare Group to be the Group Executive Director of Teaching and Learning.

Strategy 3 – Contribute to Economic Development

Mayoral Combined Authorities (MCAs): There is an interesting range of recommendations from mayoral combined authorities. – e.g. taking out ESOL provision (East Riding and Lincolnshire), and the sector have a role to play in informing and influencing. (e.g. what ESOL is as a qualification) We had our first review meeting with East Midlands Combined Authority who are pleased with our work and there is potential for growth.

People and Culture- some strong statistics were noted in the pack, including less vacancies coming through and staff turnover dropping year on year.

Strategy 4 – Achieve Organisational Growth

Enrolments: Enrolments are strong. We are amending the figures for withdrawals and estimate it will finish around 4,600 overall, so at least 300 over. As a result, we hope to see some in year funding. It is really encouraging to see numbers growing substantially at Skegness.

Degree Awarding Powers: We received the formal confirmation that we have been awarded degree awarding powers in perpetuity.

Ofsted: As we have not received the call, we expect to be inspected under the new framework. NM will arrange a further governor training session.

FEC update: Please see confidential minutes.

6.

	<p>New white paper: The new skills paper came out yesterday. A paper will be presented to the Curriculum and Quality Oversight Committee.</p> <p>Governors thanked the CEO for the report and questioned:</p> <ul style="list-style-type: none"> • What is driving the increase in enrolments. Is it improved provision or is there a demographic trend beneath this? There is a slight demographic increase, but it is not significant. At STEC the surge in numbers has no correlation to the demographics in the area. • Do some courses or campuses have capacity challenges due to the increase in numbers? Assurances were given that we are used to flexing our provision, and one option is having larger theory and smaller practical classes. • Governors questioned the impact of new V Level and confirmed support for the group engaging in consultations to be able to influence and shape these new opportunities. It was agreed to take this to Curriculum and Quality Oversight Committee when there is more clarity and add a standing agenda item to monitor progress. 	7.
4	<p>Update from the Campus Principals Update from Cheryl Eade – Grimsby Enrolment: We were 200 students up at the start of term and after withdrawals remain above target by 55 learners. The “swap don’t drop” service has supported over 100 students in the first 6 weeks.</p> <p>Teaching and Learning: 165 (13%) of long observations and 80.9% of session visits have been completed to date. From the long observations, the majority met and 27% exceeded expectations. A concern noted that that whilst teaching has been excellent for behaviour management in long observations, there have been examples in session visits where behaviour was deemed as poor. This has been swiftly addressed. Some themes identified include our intent is coming out as strong and the curriculum is well planned.</p> <p>Induction: There has been a lot of activity on campus and we enjoyed a strong freshers’ week.</p> <p>Successes: The new job shop in the centre of campus is having an impact as it is more accessible. We held a very successful first open event and there is an HE event tomorrow. We are planning the festival of evil and a community Christmas event. The new salon will be fitted in half term. We have also launched the first junior seafood competition with secondary schools.</p> <p>Student survey: We currently have a 76.2% response rate and 96.4% positive quality rate.</p> <p>Update from Nicola Adams– HE and Skegness HE: Enrolment: Numbers are down and we are conducting a full curriculum review as a result of the declining trend. The team wish to take early action and will be addressing what is no longer viable, adjusting to ensure our courses are right for learners and employers, and are introducing a number of new programmes eg social care and vet.</p> <p>Governors questioned if with our new degree awarding powers there would be scope to bring programmes beyond our geographical boundaries. It was confirmed that this would be possible. The team are also looking at timetables so teams can co-deliver across the group in the future, and also looking at a less traditional timetable itself which would support some employers and learners. Governors confirmed they would be keen to see a paper addressing opportunities and threats, once the curriculum review has been completed.</p> <p>FE at Grimsby and Skegness: Grimsby:</p>	8.

Attendance was positive overall last year but Sport and Public Services was slightly below. It has improved this year already at 85% overall with vocational areas at 87%.

Enrolment: Numbers are down especially in Sport and Public Services and we are looking at staff utilisation and redeployment to support areas with increased capacity.

Induction: Welcome talks were used to set expectations and students followed a planned induction by programme leads.

Teaching and Learning: The long observations completed is lower than planned but the HOA was unwell. This will be prioritised this term.

Skegness:

Attendance: We are slightly below the KPI for English and Maths. Now we are on the new site, the importance of attendance will be regularly reinforced. Overall attendance has been good.

Behaviour: We have completed a number of walkabouts on campus attendance and behaviour is consistently good.

Retention: 2024/25 had overall retention of 89.7%, with two areas noted as a concern - Employability and Hair and Beauty.

Enrolment: Our 2025/26 numbers are up by 300 so after withdrawals we expect to be 100 learners above plan.

Feedback: We have received really positive feedback from employers and staff and students are loving the new campus. There are a few snagging issues, which is to be expected.

Induction: The team reinforced messages about expectations and behaviour. Because of the move and delay we front loaded the theory elements. All students had an additional induction when arrived on the new campus – including Safeguarding and Health and Safety. We have already had a fire drill practice.

Update from Simon Gummerson on STEC and Bridlington

Teaching and Learning: Long observations continue and the remaining 5 are awaiting professional discussion this week. Emerging themes include:

- Students are well focused and well behaved in class
- Teaching transferrable skills
- Strong embedding of English and Maths
- Good use of sector language

We are also picking up a couple of areas where intent needs development.

Recruitment and withdrawals: Post day 42, we are 70 learners above plan at STEC and 10 at Bridlington. In comparison, we were under our recruitment targets last year.

Attendance: In the report this was 83% but this has increased by 2% to today. Maths and English is hovering around 78% and we are delivering an extra programme, which is driving attendance up.

Staffing: There are no significant gaps, and have used short term agency cover when waiting for start dates. We had to increase our Maths teaching support by two days a week to cater to higher recruitment needs.

Induction: There have been a number of positive events and great range of freshers' activities. Examples include welcome talks, orientation activities and inter competitions, masterclasses and guest speakers.

	<p>The Head of maths and English held parents' evenings at both campuses and explained the importance of attendance and how to support students at home.</p> <p>Student survey: This has had a response rate of 86% at Bridlington and 75% at STEC. We are delighted at the 96% quality response rate.</p> <p>Update from Prue Gibson – East Riding Beverley and Hull</p> <p>Teaching and Learning: Achievement currently stands at 85% and there are 31 outcomes to go onto system. All these learners have achieved. 41 staff had session visits and 21 staff are in coaching and all are set to achieve. 32 staff have had long observations and of those published only 9% did not meet (2 staff) which was linked to HE delivery, who are now receiving dedicated support. Strengths identified include lesson intent, work tasks and activities. Support for High Needs and SEND is also identified as a key strength. Areas for development for a minority include planning for learning and knowledge in HE.</p> <p>Retention: is 91%.</p> <p>Enrolment: stands at 1,338 as we have cleared some ghost learners from our records. We have also lost 1 HE learner since the report was written. Our main action is budget realignment to our actual numbers. We are reviewing why our numbers are down and have identified a drop in study programme applications which is linked to Wyke 6th form dropping their entry level requirements this year.</p> <p>Attendance: We are seeing a slight improvement but improving attendance is a priority (Vocation – 86% English 73.9%, Maths at 67.9%. There are a range of actions in place now and a lot of wraparound support with Heads of Faculty meeting students individually.</p> <p>Staffing: We have not encountered any significant delay in recruitment and are just waiting for one HOF.</p> <p>Student Survey: The quality positive response rate is 95.4%. ACE has seen a marked improvement.</p> <p>Governors questioned support for students with additional needs and LSA support. It was confirmed we have additional support staff for Maths and English that the other campuses do not have, due to the number of students and scale of support needed in Beverley. The team are asking the Local Authority for more LSA support for some students, who need support and need funding for that support. Learners with EHCPs are settling in well although we have had a couple of withdrawals.</p> <p>Governors thanked the Campus Principals for their reports and took assurance from the triangulation and consistent messages from all sites.</p>	
5	<p>KPI report and Ambition 2030 Success Measures</p> <p>Review of 2024/25 Ambition 2030 Success Measure Achievement</p> <p>Of the thirty two success measures set, all but three of the targets were achieved or partially achieved. Those not met:</p> <p>Strategy 1</p> <p>Enrichment activities: We can see from activities shared internally on Viva Engage, there are a lot of enrichment activities on offer, but we have been less strong at recording and evidencing this formally. A tracking system will be in place for this academic year.</p> <p>Strategy 3</p>	

<p>Business Incubation Hubs: We were not able to source funding to carry out the development work required for the activity at Skegness. We will continue to look for funding opportunities and pursue this at this stage.</p> <p>Income and Diversification Strategy: This was pushed back and will come to the board this year.</p> <p>2025 – 2026 – success measures Governors reviewed the proposed KPI and Success measures and were given assurance that these indicators are underpinned by a number of operational KPI which would be shared at committees during the course of the year, as appropriate. Governors noted the team had updated some statistics and added an Estates one.</p> <p>Governors challenged how realistic these KPI were and the management team confirmed they want to be aspirational as this is good for students, but they are still achievable. The board self assessment last year had identified KPI reporting as an area for improvement, and governors confirmed their support for measures set, and plans for review and updates at committee and board across the year.</p> <p>The board approved the measures for the 2025-26 year.</p>

Curriculum Quality and Student Experience

<p>6 Strategic Objective 1 - Empower students to succeed by delivering an inclusive curriculum that enables students to take the next step on their career path.</p> <p>Update from the Curriculum and Quality Oversight Committee Governors noted the content of the report and received an update from the Committee Chair from the meeting last week. The committee were encouraged by the deep dive report focusing on the whole group priority for English and Maths, which is being led by Matt Holness who will report on progress to the committee each term. The committee also received reports from Campus Principals on the induction process. The committee presented three recommendations:</p> <p>Annual EDI report: The board approved the wording of the report, subject to the layout being tidied up.</p> <p>Safeguarding policy: Governors noted the policy had only had minor changes to the policy itself, including changes to staffing. It will look very different next year as it will be completely rewritten. The Lead Governor for Safeguarding confirmed the updates to KCSIE were included in the latest version presented and she is happy to support the approval of the policy. She also recommends stripping back the policy but maintaining the essential detail and assurance was given that work on this would start later this academic year so we would continue to be in a position to review this at the start of the next academic year. Subject to work on the layout and presentation, the board approved the policy.</p> <p>OfS F3 Notice: Governors noted the updated F3 notice and were given assurance that the group will amend its processes to ensure compliance. We are creating a policy for collaborative provision, following the granting of indefinite degree awarding powers, and will not collaborate until this is approved and in place.</p> <p>Deep dive into DBS checks: As requested by the Audit Committee, AHal prepared a paper on DBS rechecks, looking into the approach being taken for rechecks. The board too some assurance that some other colleges do not recheck their staff, and the Internal Auditors had identified this as the group stated their intent to renew checks. Governors confirmed they had a low risk appetite for anything linked to safeguarding and questioned why so many staff had not been rechecked. This was due to a change in process, and the group having a number of staff with long service. The committee were informed the team are looking at cost for automatic renewal and the board asked for an additional update to be shared with Curriculum and Quality Oversight Committee and the SEDI committee.</p>	<p>9</p>
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	<p>Digital transformation: Governors confirmed receipt of the full paper, and thanked NM for the two engagement sessions offered across the proceeding fortnight. Governors confirmed the sessions were really helpful as they provided positioning to where we currently are, and what is needed to get us back on track, as well as state where we want to be. Both require investment, which is required to deliver on our long term strategy.</p> <p>Governors confirmed some concerns about the creation of the Executive Director Post – questioning the ongoing affordability of the post, and also whether the skills and knowledge required were different at this stage, and in the future. Assurances were given that this would not be a permanent post but instead for the life of the project and would likely be in place for two and potentially up to three years. The team have recognised we do not have the skillset for the transformation project but once completed we will look to staff in place to carry it forward. Caution was noted as we recognise recruitment for someone with this skillset may be challenging and we may need to use JISC or another organisation. We have already approached JISC who would offer subsidised rates. JISC are coming to do a strategy session for us so we may buy in specialist support and use JISC to support the process going forward.</p> <p>Governors also raised concerns around the capitalisation of revenue costs.</p> <p>The board approved the request for £506k to move this process forward on staffing solutions, support from outside agency, and IT equipment. They noted it was good to see the support from governors over the two sessions for a project that will have a significant impact for our staff and students.</p>	
<p>Finance and Resources</p>		
<p>7</p>	<p>Strategic Objective 2 - Improve Operational Performance by maximising sustainable processes, systems, resource management and employee support.</p> <p>2024-25 Academic Year: We turned a small surplus but did pay a £749k bonus and had a number of addition costs including legal costs, branding and settlements that were not fully budgeted for and more provision has been put into the accounts for this year. The final position was £1,620,550 against a budget of £1,467,602 (all revenue income, not just contribution), meaning our target was exceeded by £152,948.</p> <p>2025-26 Academic Year</p> <p>The approved Revenue budget is set at £603,707. Within this are some significant variances e.g. our income is growing by £2million due to over recruitment last year budget up by £4m but the cut for funding for adults impacts the college by £1.2m. Governors were reassured we could deliver if requested, but as it stands any over delivery would be unpaid. Our current estimate is we will exceed this and out turn at £703k due to new award and for Year 2 in Pilot 5 and we will continue to look to secure new awards.</p> <p>ELT will share a report on opportunities and challenges and the financial impact of these in due course. Currently of note:</p> <ul style="list-style-type: none"> • As a result of the increase in student numbers there is potential for an in-year funding payment we are estimating at c. £500k. • The risk with HE could see our income fall by an additional £500k (we had assumed £300k year on year). • We are anticipating additional costs for Lady Edith Drive’s ongoing security costs. <p>Governors noted there was only one month of income in the latest report.</p> <p>Governors questioned depreciation as there seems to be a shift and asked if there is a reason for this? AF confirmed he will do a paper on this. It is increasing year on year but the group received grants too. The changes reflect spending a lot on IT which is recovered more quickly, over 3 years.</p>	<p>10</p>

Governors questioned the HE numbers in the report and acknowledged some are symptomatic of the sector. They questioned what the latest plans and strategy are to deal with this going forward, as, as group sizes decrease, it can have a bigger impact. Assurance was given that the team do looking at staff utilisation but the focus is on the long term strategy to grow the income again. There is a full curriculum review now, and a deep dive report will then be presented to the committees and board.

Update from the Chair of the Finance and Resources Committee

Abe confirmed:

- It was great to be back up to full membership again and to welcome new members who had already actively contributed and added value to the committee. The committee support the proposal to increase the membership by one and to welcome TG to the committee.
- They were pleased to hear comments on reports and the committee welcomed AF's new approach to financial reporting and new KPI which are well aimed.
- They received a good revenue projects update which confirmed targets have been exceeded and conversion rates are strong. In particular, the team wanted to thank KW and her team for continuing the good work to the end of the year, which resulted in them exceeding targets.
- They received a very positive development update and branding and marketing are going well too.
- The Estates team are reinvigorated, and the committee want to acknowledge all the work achieved and major projects completed over the summer.
- People and Culture – the committee noted a number of positives including the improvement in stats in the annual report, staff engagement, the new PDR process and how feedback from NET and Modal addressing concerns after the staff survey. They were encouraged by how team have honed in and the impact already being reported.

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Revenue Projects

The board received the positive report and focused on:

- The team are looking at opportunities for growth. There will be engagement sessions offered before the new income and diversity strategy is presented for approval.
- We are now in year 2 of the Project S bootcamps which gives us opportunities to test the water with HE or higher apprenticeship provision
- With mayoral combined authorities we are moving from working with 2 to 4 in the next academic year which adds additional complexities and MIS demands.

Estates and major capital projects

Disposals: Lady Edith Drive is taking longer than anticipated and there are now challenges with badgers on site. Modal is another building where we are looking at options and a report will come to the next meeting. Our Nunsthorpe site was home to the animal care unit so the old centre is empty. (Further details in private business) The site itself was bought 20 years ago and we have spent a lot on refurbishments. The book value was £2.8million being depreciated over 20 years. (currently book value at £1.28million). We have tested the valuers and anticipate a large loss on disposal. Governors challenged the numbers and were assured it would not impact our underlying performance or assessment of financial health. If left empty it will deteriorate. Governors gave approval for ELT to look at options and to start negotiations with the council who are considering a SEND NEET school and wish to act at pace. The board confirmed it approved the group should progress the sale of the site and to begin proceedings for the write off process for the loss at sale.

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Engagement visit:

A governor noted they had met with A Hall and came away with confidence from the meeting after hearing about the forward looking activities underway and at progress being achieved.

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8	<p><i>Strategic Objective 3 - Contribute to Economic Development by developing programmes, projects and partnerships that meet regional skills needs</i> <i>And</i> <i>Strategic Objective 4 - Achieve Organisational Growth by working in partnership to identify and deliver on opportunities for growth</i></p> <p>Marketing Governors noted the latest update and questioned why the group had had so many websites in the past. They thanked KW for the positive report.</p> <p>Branding Work has continued at pace, and assurance was given that all buildings will display the new signage by December.</p> <p>Business engagement The team have engaged over 700 employers with over 14% of these new. We have also launched new higher apprenticeships in Social Work, Specialist Teaching Assistant, Learning and Skills Teacher and Retail Leadership. Governors were particularly pleased to hear the encouraging number of work placements already agreed for students.</p>	
Board Oversight and Assurance		
9	<p>Risk Register: AF will work on the risk register to make this more user friendly and will also support the Audit Committee looking at risk appetite with the new Internal Auditors. ELT have been through register and confirmed the main risks are highlighted.</p> <p>Update from the Chair of the Audit Committee: The committee had a large agenda which as usual focused on internal control, reports from the internal and external auditors with reports on estates and the risk register. The committee also reviewed the transitional arrangements moving the Internal Auditors from TIAA to WBG.</p> <p>The board received the internal audit reports which all received an assessment of satisfactory. There were a small number of recommendations but nothing fundamental in terms of weakness. The main concern from the committee was the safeguarding audit should not wait for a year until the follow up report, and therefore A Hall had been asked to present the DBS report to the board today.</p> <p>The committee wished to highlight the increased risk from building relationships with the combined authorities and had requested two deep dive activities – one onto HE and one on the DBS process.</p> <p>Annual Plan for Internal Audits WBG presented plans and ELT and the Audit Committee recommend this to the board. The board confirmed what whilst a three-year plan was provided, we would review this on an annual basis. Governors confirmed the audit plan covers key risks including a focus on HE recruitment and a funding stream each year, and approved the plan for the 2025-26 year.</p> <p>External audit update The committee received an update from Forvis Mazars that included a useful external positioning report and summary of upcoming changes to the accounting SORP.</p> <p>Estates The committee received an extensive update from DM on estates.</p> <p>Oakleaf Audit: Several areas of improvement have been noted for building compliance and the full report will be presented with an action plan to the joint meeting in November. It identified areas that</p>	

	<p>were anticipated, but also identified important areas that were not expected – eg to changes in building controls at UCG.</p> <p>Public Interest (Whistleblowing) policy: The corporation approved the policy, subject to it being updated for presentation and rebranding.</p>	
10	<p>Governance Update The corporation received an update from the Chair, following the recent Search and Governance Committee meetings. The Chair also thanked the board for their support whilst he was on sabbatical over the summer.</p> <p>Board membership Co-Vice Chair: The board approved Heather Pepper be appointed to the role and thanked all three governors who expressed an interest in the role.</p> <p>Committee membership: The board also approved Heather, as Co-Vice Chair, be appointed as a member of the Search and Governance Committee.</p> <p>Following the latest updates to the college financial handbook, the board also agreed the Standing Orders and Terms of Reference for the Finance and Resources Committee be amended, and increased by one member and Tracey Gyte move from the Audit Committee to the Finance and Resources Committee.</p> <p>Board self evaluation: The board reviewed a summary from the results of the latest board questionnaire, the improvement and volume of positive responses.</p> <p>Governors expressed their support for:</p> <ul style="list-style-type: none"> • The improved communication overall and regular updates through governance reports and the governance action plan. • Use of the Chair’s meetings • Use of deep dives for assurance • Use of the risk register to inform, and support from the Audit and Finance and Resources Committees for oversight • Early engagement in strategy development • The positive strategy day event • Support and training. • Reports from the Campus Principals • Engagement activities <p>The board confirmed their support to dividing the governance action plan into academic years and received assurance that the recommendations members had made in the self assessment process, would be followed up in the governance action plan.</p> <p>The Chair confirmed his support to the current structure, and noted one addition, which was monthly meetings with the Vice Chairs.</p> <p>Deep dive activities: Over the last 6 months governors and the management team reflected on the highly supportive and proactive challenge and highly positive governance that was evidenced and all confirmed the approach was working together, and collaborative. All confirmed they should take</p>	

	<p>confidence and pride in this. The committee had discussed the board membership and board evaluation at length and there were a lot of positive take aways.</p> <p>The committee noted the 7 current open deep dive requests, and how effective the cross-committee structure was working – with requests from the board, Audit, Curriculum and Quality Oversight for this additional assurance. Governors confirmed that all seven were worthwhile activities.</p> <p>Directors: The board gave their support to the appointments of Adrian Ford and Nathan Michael as directors of the subsidiaries following the departure of Maria Turnbull Kemp.</p> <p>Governor visits: Governors shared their reports from the recent graduation ceremonies and how wonderful it was to see the students celebrate their achievements. The vote of thanks from a student was particularly resonant hearing about obstacles on their educational journeys and how the TEC Partnership had been inclusive and supported their learner journey to finally graduate. Governors confirmed there were similar accounts on the North and South Bank and asked for the accounts to be used as case studies.</p> <p>Senior Postholder recruitment update: FE Associates are being used to provide recruitment services for the roles of Chief Finance Officer and Chief People Officer. They are also supporting the shortlisting activities after interviewing prospective candidates. Interviews will be held on 24th October (CFO) and 24th November (24th November). Governors on the interview panel are: Andrew Bennett (Chair of the Finance and Resources Committee, James Brooks, Mal Cowgill (Chair of the Corporation) and Heather Pepper. The panel will make recommendations for these board appointments.</p> <p>Use of the corporation seal Since the last meeting the seal was used twice:</p> <ul style="list-style-type: none"> • Deed of Variation to cover the lighting supply to the street lighting at Wainfleet, Skegness. (29/08/2025) • Lease for the vets practice (7/07/2025) after taking Chair’s Action <p>Written Resolution The latest approval, for £300k for dilapidation works at St James was approved, having received 75% of the votes by the deadline on 15th August 2025.</p>	
11	<p>Review of the meeting The corporation confirmed:</p> <ul style="list-style-type: none"> • The meeting was well chaired and within time. • Plenty of opportunity for questions and discussion. • The meeting had felt supportive, whilst challenging. • There was good balance - It was great to hear the progress being made and positive reporting, whilst noting some challenges we are facing. 	