



FE Corporation Minutes

Meeting held on Thursday 14th October 2021 at 5.30pm, RCC H202

Governors: Fabienne Bailey, Rachel Beeken, Stuart Blackett (Corporation Vice Chair and Chair of Audit Committee and Capital Group), Aaron Calvert, Phil Cook (Chief Executive and Group Principal), Paige Costello, Louise Davies (Chair of Finance and Employment Committee), Katy Ludgate, Rob Mitchell (Chair of Search and Governance Committee), Dot Smith (Chair of Standards Improvement Committee), Jen Vanderhoven, Anne Vickers, Mark White (Corporation Chair), Mark Wilson and Gary Wright.

Officials: Jason Faulkner (College Principal, Redcar and Cleveland College (RCC)), Lesley Graham (College Principal, Stockton Riverside College (SRC)), Phil Hastie (Group Executive Director Planning and Infrastructure), Karl Johnson (Group Head of Higher Education and Skills) for agenda item 2.1, Erika Marshall (Group Director of Marketing), Gary Potts (Group Vice Principal Business, Innovation and Partnerships), Ben Robinson (College Principal, Bede), Kay Taylor (Group Director of HR), Sarah Thompson (Clerk to the Corporation), Peter Wood (Interim Group Director of Quality) and Sam Young (Governance Support Officer).

Apologies: Sam Beel, Subhash Chaudhary and Martin Gray

The Chair welcomed governors and officials to the first hybrid FE Corporation meeting; Fabienne Bailey, Stuart Blackett, Phil Cook, Katy Ludgate, Jen Vanderhoven and Mark Wilson joined the meeting via Teams.

Mark White declared an interest in agenda item 8 as Chair of the Thornaby Town Deal Board.

21/68 Agenda Item 1 – Governing Body Membership

The Clerk confirmed that, having received three student governor applications from Redcar and Cleveland College (RCC), three from NETA and two from Stockton Riverside College (SRC), a student ballot had been held in which Paige Costello from RCC and Aaron Calvert from NETA had been successful. She added that recruitment activity for a Higher Education student co-opted to the Standards Improvement Committee was currently in progress.

Governors **agreed** the appointment of Aaron Calvert and Paige Costello as student governors for a maximum term of four years and the Chair welcomed them to the Board.

Agenda Item 2 – Learner Voice

21/69 2.1 – Higher Education National Student Survey

The Group Head of Higher Education (HE) and Skills highlighted the key themes from the previously circulated report on the Higher Education National Student Survey (NSS) in which nearly half a million HE students from across the UK, and in their final year of study, were invited to take part each year. These nationally published results measured HE student satisfaction and could influence students' choice of HE institution. At 86%, the overall response rate at Etc. increased by

6% on the previous year, well above the national completion rate of 69%. However, overall student satisfaction at Etc. declined [REDACTED] in comparison with the previous year, though only 1.49% below the 2021 national rate for England; across the sector, overall student satisfaction fell by 7.43% between 2020 and 2021. Satisfaction rates at Etc. had been above the national average for seven out of the ten sections in the survey.

There had been a marked difference between full and part time student satisfaction, with [REDACTED] part time students' satisfaction lower [REDACTED], which could be attributed to higher contact time on full-time courses. Results had also varied across sites, with Stockton Riverside College (SRC) above the national average in seven sections and RCC only above the national average in one section, which reflected that, at RCC, only part-time students had been eligible to complete the survey. With positive internal student survey feedback over the year, the NSS results had been unexpected; from 262 responses to the internal survey, overall satisfaction had been 93%, with 93% agreeing they would recommend their course to a friend.

The closure of all face-to-face delivery on HE provision from December 2020 until March 2021 had coincided with the timing of the NSS and had impacted significantly on student satisfaction, particularly on vocational programmes, [REDACTED] on which students had been unable to continue their placements. The NSS results had indicated five key areas to improve and an Improvement Plan, circulated with the meeting papers, had been put in place. In response to a governor's question, the Group Head of HE and Skills confirmed that a digital skills training programme had been introduced by the Group Learning Resources Manager.

In response to a governor's question, the Group Head of HE and Skills confirmed that he expected the action plan to deliver the required impact; new students had already reported that induction had gone well and the experience of returning students, eligible to complete the NSS in 2021, was being monitored with timely action taken to resolve issues. A governor asked how the NSS Improvement Plan would link with Quality Assurance Agency (QAA) requirements and the College Principal SRC, also Strategic Lead for HE, confirmed that an action plan would also be developed as part of the Group's annual return to the QAA which would be shared with Teesside University and considered by the Standards Improvement Committee.

In response to a governor's question, the Group Head of HE and Skills explained that the lower satisfaction rates of those studying part-time had been linked to less contact time and less personal and in person support. A governor highlighted that, whilst there had been many negative comments on the impact of COVID-19, there had also been positive comments particularly on support from staff and asked if the comments had been analysed further. The Group Head of HE and Skills explained that students had been affected differently by, for example, levels of prior experience with Teams, home access to digital technology and studying around families and home life. He added that the high retention, at 97%, evidenced the strong support students had received from staff over the year but that fee-paying students had naturally been unhappy at COVID-related interruptions to their studies.

Members **noted** the update and the Chair asked that the Board receive updates on progress against the NSS improvement plan.

Karl Johnson left the meeting.

21/70 2.2 – Learner Voice activity and enrolment surveys

The Interim Group Head of Quality had circulated a report outlining the results of the enrolment learner voice survey; response rates had improved significantly, up 144%, on the previous year and, though overall satisfaction had declined by 1% [REDACTED], satisfaction levels at NETA and RCC had improved. In addition, two new developments for the year, an active Student Union and a meet and greet learner voice process, would enable the Group to harness learner voice and take actions to improve the student experience.

A governor asked about the lower satisfaction levels in relation to questions around student benefits and the Interim Group Director of Quality confirmed that this related to the information provided prior to enrolment and the timeliness of the application process. In response to a governor's question about the timing of the enrolment survey and any further surveys, the Interim Group Director of Quality confirmed that the enrolment survey took place two weeks after enrolment and that further surveys, including questions on Safeguarding, Prevent and teaching and learning, took place at several points in the year. This allowed the Group to benchmark against other providers and previous years. A governor commented on the unusual dip in satisfaction levels at Bede and the Interim Group Director of Quality and College Principal Bede confirmed that this had been as a result of an operational error; there had been an issue with the links for online enrolment and an action plan had been put in place to prevent any future reoccurrence.

Members **noted** the update.

21/71 Agenda Item 3 – Strategic Update

The Chief Executive gave a verbal strategic update to governors which focussed on the five themes of systems leadership, Ofsted, a place-based model for English Further Education (FE) similar to that in operation in Scotland, employer-led initiatives and collaboration. He confirmed that the Group Vice Principal Business, Innovation and Partnerships had led on a successful bid to the Strategic Development Fund (SDF) in collaboration with other local providers. Trailblazer areas had been also been selected to develop Local Skills Improvement Plans (LSIPs) and the North East Chamber of Commerce was leading on this for the Tees Valley; LSIP priorities could direct future funding but, as yet, it was unclear how this would work alongside the Tees Valley Combined Authority (TVCA) priorities. In summary, he concluded that Etc. was well positioned for the future.

A governor asked if there had been any indications of policy changes with the appointment of a new Secretary of State for Education and the Chief Executive confirmed that there would still be a focus on FE and skills but that there had been no indications of any specific policy changes as yet; the Group's current priorities remained capital investment, recruitment and Ofsted.

A governor agreed that systems leadership was also talked about in other sectors, such as the NHS, but that it could be a distraction from an organisation's core business and that regulations and funding mechanisms often did not keep pace with structural changes. The Chief Executive explained that more detailed consideration of systems leadership in FE would take place at the Governors' Strategic Conference.

A governor asked how the TVCA's campaign, Stay Local, Go Far, could impact Etc.'s destinations data given that, for example, Tees Valley incomes were lower than those in the south. The Chief Executive explained that the Department for Education's new funding and accountability model would introduce a set of key performance indicators (KPIs) for colleges, including a KPI on

destinations into skilled jobs. Current destinations data was generally positive, with further work on granularity being undertaken; the Group Director of Marketing was also doing some work on progression through levels.

Governors **noted** the Strategic Update.

Agenda Item 4 – Quality Update

21/72 4.1 – Final 2020-21 College Group Performance against Master Targets (Quality)

The Interim Group Director of Quality confirmed that, with only 24 education and training programme qualifications still outstanding, both 16-18 and 19+ achievement rates were now 0.2% and 0.3% below master targets, respectively. He highlighted that there had been a positive trend in achievement rates against national rates (NRs) for at least the last three years. The overall achievement rates for apprentices were 11% below master targets but it was important to recognise that three apprenticeship cohorts had now been impacted by COVID-19 and that, with 45 carry overs to 2021-22, there would also be an impact on timely achievement rates.

In response to a governor's comment, the Interim Group Director of Quality confirmed that education and training achievement rates for 2020-21, though below master targets, were above pre-COVID national rates, and that apprenticeship achievement rates in 2019-20 [REDACTED] had also been above the 2018-19 national rates. The Interim Group Director of Quality added that, if possible, data for 2020-21 would be benchmarked against other providers but that no published data was available as yet. The Group Vice Principal Business, Innovation and Partnerships highlighted that apprentices had had limited access to workplaces making it difficult to carry out employer observations, with others furloughed and some affected by poor mental health. A governor asked about breaks in learning and the Group Vice Principal Business, Innovation and Partnerships explained that these had been at record levels over the year and, although different strategies had been used to keep apprentices engaged, some had not returned for a variety of reasons including employers leaving the market and apprentices themselves moving to different job roles. A governor asked about the impact of higher GCSE grades on target setting and the Interim Group Director of Quality agreed that this sector-wide issue would be factored in when setting the next year's master targets.

Governors **noted** the update on group performance against master targets.

21/73 4.2 – Self Assessment Report (SAR)

The Interim Group Director of Quality confirmed that, in addition to the original version in the meeting pack, governors had received an updated version of the Group SAR, dated 14 October, with amendments in response to feedback at the validation panel and further detail on the methods of driving areas for improvement. The College SARs had also been considered at the Standards Improvement Committee meeting held in September.

A governor commented that the SAR reflected positive learner experiences and learner voice, possibly in contradiction to the NSS results. The Interim Group Director of Quality explained that, as a key Ofsted document, the Group SAR covered only FE provision and that HE provision was validated separately through the HE Self Evaluation Document (SED). The College Principal SRC also highlighted that the NSS was only completed by HE students in the final year of their studies and that results from internal surveys of all HE students had been more positive. The Clerk

confirmed that, though the FE SAR and HE SED would normally be considered at the December Corporation meeting, with the SAR timetable having been brought forward by several months, the FE SAR had been available for this meeting; as in previous years, the HE SED would be considered at the December meeting.

The Chair of the Standards Improvement Committee added that the SAR process had been robust and rigorous and that the validation panels had demonstrated superb challenge, support and professionalism; the Group FE SAR was extremely well-evidenced and governors could be confident in supporting the grades.

Governors **approved** the Group Self Assessment Report (SAR) 2020-21 (version dated 14 October 2021).

21/74 4.3 – Group Improvement Plans 2021-22

The four Group Improvement Plans (GIPs) for 2021-22 had been circulated with the meeting papers and focused on the key areas for improvement across the Group: Apprenticeships, Value Added, Teaching and Learning, and Missed Learning. The Interim Group Director of Quality highlighted that the GIPs were working documents, with progress and impact reviewed by the Senior Management Team (SMT) through the Performance Review cycle and updates considered during the year by the Standards Improvement Committee. The Chair of the Standards Improvement Committee confirmed that progress on the college-level improvement plans would also be reported to the committee.

Governors **approved** the four Group Improvement Plans for 2020-21.

21/75 4.4 – Master Targets File 2021-22

The Group Executive Director Planning and Infrastructure outlined the Business Planning / Performance Review (BP/PR) cycle and the quality and financial targets included in the Master Targets File, a key management and oversight tool for the Group. He added that this confidential document would be circulated electronically in advance of the December FE Corporation meeting.

Governors **noted** the update.

21/79 Agenda Item 5 – Curriculum intent and implementation

The Group Executive Director Planning and Infrastructure had provided a report outlining the processes used by the Group to review the purpose of and rationale for the curriculum offer and the feedback mechanisms used to inform curriculum design; a sample departmental curriculum intent document had also been shared for information. He highlighted that, although not yet enacted, the government's intent as set out in the Skills for Jobs White Paper was to create a new statutory duty for FE providers to review provision to ensure that it best met local needs. More detailed exploration of processes would be shared with the Standards Improvement Committee, including presentations by curriculum teams, and with all governors at a future Governors' Workshop; governors were also invited to attend BP/PR sessions throughout the year.

A governor asked if there had been any employer feedback on student readiness for work and the Group Executive Director Planning and Infrastructure confirmed that this was collected at course and departmental level, explored in curriculum reviews and during BP/PR. The Interim Group

Director of Quality added that curriculum managers' presentations to the Standards Improvement Committee included curriculum planning and the capture of learner and employer views. The Chief Executive explained that the Group carried out extensive employer surveys and had high levels of repeat business, though there were some inconsistencies in the level of employer engagement between departments; he suggested that the programme for the Strategic Conference could include an item on the scale and breadth of employer engagement.

A governor commented on the usefulness of the information on curriculum intent and asked if governors could receive information on new programmes and the rationale for their introduction. The Interim Group Director of Quality confirmed that departmental SARs referenced curriculum intent and that the final versions of these could be shared with governors.

Governors **noted** the report.

Agenda Item 6 – Safeguarding Update

The Corporation Chair reminded governors of their statutory duty for Safeguarding.

21/80 6.1 – Annual Safeguarding Report

The College Principal Bede outlined that, in addition to regular Safeguarding reports throughout the year, the annual report provided an overview of the 2020-21 academic year and allowed governors to monitor compliance and any issues and plans for improvement. Student Support and Wellbeing had undergone significant organisational change and development over the year and, in particular, dedicated Safeguarding Officers, trained to the same standard as the Deputy Designated Safeguarding Lead, were now based at each Group site. This was in response to the increasing safeguarding challenge both nationally and within the Group. Records of staff safeguarding training were kept centrally by Human Resources (HR), with RAG (red, amber, green) rating system intervals recently reviewed; the Group Director of HR added that data on staff completion was continually updated at this time of year, with completion rates currently higher than those presented in the report and highlighted that, for this year, the Interim Group Head of Student Services and her team had reflected the Group context more in Safeguarding training and developed a new Sexual Violence and Sexual Harassment annual update.

A governor asked about compliance with COVID measures, for example, mask wearing; the College Principal Bede explained that COVID-19 operational procedures related more to health and safety than Safeguarding which, during the pandemic, had centred around increased risks from, for example, working online.

In response to a governor's question, the Group Executive Director of HR explained that a new compulsory staff training module had been developed and introduced this year in response to the Everyone's Invited findings and Ofsted's review of sexual harassment in schools and colleges. The College Principal Bede commented on the strengths of the new Student Services Manager: Safeguarding and Welfare who had extensive experience from work in both education and other sectors; the Corporation Chair suggested that she attend a future Corporation meeting.

Governors **noted** the Annual Safeguarding report.

21/81 6.2 – Safeguarding Policy

The College Principal Bede outlined key amendments to the Group Safeguarding (Child and Vulnerable Adult Protection) Policy, updated to reflect the changes to Keeping Children Safe in Education (KCSiE) 2021. He confirmed that the policy, reviewed annually, was published on the Etc. website and Staff Gateway and supported by appendices A to P.

A governor asked how the changes to the policy would be communicated to staff and the College Principal Bede confirmed that key changes were highlighted in the annual Safeguarding statutory training and in Safeguarding newsletters.

Governors **approved** the Safeguarding Policy for 2021-22, including appendices A to P.

21/82 Agenda Item 7 – Finance Update including progress against Restructuring Fund Key Performance Indicators

The Group Executive Director Planning and Infrastructure introduced the Group Executive Director Finance's report and explained that, as part of the Restructuring Facility (RF) funding for the merger with RCC, a suite of outcomes (KPIs) and milestones were reported to the Education and Skills Funding Agency (ESFA) in order to evidence that the merger had been successful. Those KPIs unlikely to be met as a result of COVID-19 had been communicated to the ESFA's Provider Market Oversight (PMO) Team and had also been previously reported to governors; no queries had been raised by the ESFA to date. A business case had also been submitted to the ESFA outlining a rationale for the Group to be able to build its cash reserves to further develop its capacity to meet local economic and skills priorities. The Group Executive Director Finance was also discussing requirements for any ongoing reporting in relation to RF funding with the ESFA.

A governor commented on the usefulness of the dashboard format in helping governors to frame questions focused on the key issues and it was agreed that the Group Executive Director Finance would consider appropriate metrics for future reporting to governors.

Governors **noted** the report.

21/83 Agenda Item 8 – Major Capital Projects Update

The Group Executive Director Planning and Infrastructure explained that development of the Group Property Strategy and capital projects was now overseen at regular meetings of the Capital Group, with the Finance and Employment Committee retaining financial oversight. At the Capital Group meeting held on 13 October, members had discussed the timelines for submission of the full business case for the Clean Energy Education Hub at RCC and, if the Corporation agreed to progress the project, had recommended that a Special FE Corporation meeting should be held on 25 November to enable submission by the deadline of 8 December 2021.

The Chair of the Capital Group confirmed that the task and finish group had met twice, with key themes shared with the Corporation; plans were progressing well, with no issues identified in meeting necessary project deadlines. The September meeting had confirmed that the key strategic priority was NETA facilities and had also focused on timelines and the format of updates to governors, alongside progress on the Property Strategy and consideration of the use of arts projects to raise the Group's profile. The October meeting had considered the amended timeline for the Redcar Town Deal funded project, the resulting pressures on the project team and meeting

dates required to enable oversight by the Corporation. There had also been discussions about ‘softer’ considerations such as making the existing and any new NETA premises more welcoming and inclusive, particularly to female students.

The College Principal RCC gave an overview of the Clean Energy Education Hub which would focus on renewable technologies for the domestic market and offshore wind. The design plans for the centre were impressive, with the aim for it to be one of the first Redcar Town Deal projects to be approved and completed.

Governors **agreed** to progress the Energy Centre project at RCC (funded via the Redcar Town Deal Fund) and **agreed** to hold a Special Corporation meeting on 25 November to consider agreeing the Business Case for the Energy Centre project.

21/84 Agenda Item 9 – Annual Health and Safety Update

The Group Executive Director Planning and Infrastructure confirmed that the Group’s good track record on health and safety had continued into 2020-21 and compared well against national Health & Safety Executive benchmarks. A slight increase in accidents in practical subjects had coincided with a return to learning after lockdown, as learners had to re-learn skills that would normally have developed over the year; this trend would normally be seen at the start of the academic year. The report had been produced by the Group’s Health & Safety Officer and good practice was shared across the Group through the Health & Safety Committee.

Governors **noted** the Annual Health and Safety update.

21/85 Agenda Item 10 – Corporation minutes and actions

10.1 – To agree minutes of a Corporation meeting held on 1 July 2021

Minutes of a meeting held on 1 July 2021 were formally **approved** as an accurate record of the meeting.

10.2 – To receive notes of Governor Workshop held on 16 September 2021

Notes of a Governor Workshop held on 16 September 2021 were **noted**.

10.3 – To consider progress against agreed actions and any matters arising

The Clerk confirmed that all actions had been completed, were not yet due or would be covered on the agenda for this meeting. Progress against actions was **noted**.

Agenda Item 11 – Committees / Task and Finish Groups / Subsidiary Board key themes and recommendations

21/86 11.1 – Capital Group meeting held on 22 September 2021

The Chair of the Capital Group had outlined key themes under Agenda Item 8.

11.2 – Standards Improvement Committee meeting held on 23 September 2021

The Chair of the Standards Improvement Committee outlined key themes of the meeting, including an update on the actions being taken in the Construction, Professional and Service Industries department to bring about sustained improvement. She highlighted the importance of involvement in SAR validation panels, business planning meetings and learning walkthroughs in giving governors first-hand knowledge of the Group and the student experience.

11.3 – Search and Governance Committee meeting held on 30 September 2021

The Chair of the Search and Governance Committee outlined key themes including discussions on the Corporation Vice Chair appointment process, governor recruitment priorities and support for student governors.

11.4 – Audit Committee meeting held on 30 September 2021

The Chair of the Audit Committee highlighted that two new governors had joined the two more experienced members of the committee. Claire Leece from the Group's external audit provider, RSM, had given a presentation on their annual audit of the accounts, highlighting the questions governors should be asking and the level, or materiality, of review provided by auditors. He added that a closed session at the start of each meeting allowed auditors to raise any concerns with committee members before the executive joined and that no concerns had been raised.

Governors **noted** feedback from committee meetings.

21/87 11.5 – To consider recommendations from Committees including: Internal Audit Strategy 2021-22 and External Audit Regularity Questionnaire and Appendix

Details of recommendations from committees had been circulated and governors:

- i) **agreed** the internal audit plan for 2020-21;
- ii) **agreed** the Regularity Self Assessment Questionnaire for signature by the Corporation Chair;
- iii) **noted** the governor recruitment priority of finance / accountancy / audit expertise with a view to enhancing membership of the Audit Committee;
- iv) **noted** the intention to seek applications for Corporation Vice Chair 2022-26 from March 2022.

Agenda Item 12 – Governance Issues

21/88 12.1 – Governance Update

The Clerk had provided an update on governor attendance and participation in a range of development activity and Group events; upcoming training and development opportunities would continue to be highlighted in the regular Governors' Digest. The recent letter from the ESFA Interim Chief Executive had been included with the meeting papers along with confirmation that the Group was aware of and compliant with the expectations set out in the letter. A full review against the newly-revised Association of Colleges' Code of Good Governance for English Colleges would be undertaken and governors asked to consider adopting the revised code at a future meeting.

The Chair confirmed that governors would be officially invited to the VIP performance of Elf to be held at SRC on 14 December and added that he and the Corporation Vice Chair had recently attended both the RCC Celebration of Achievement and the Prince's Trust anniversary events. These had brought home to him how the work of Etc. and its staff changed lives and helped make people assets to the region; he formally congratulated the College Principal RCC and the Prince's Trust team on their work.

Governors **noted** the update.

21/89 12.2 – Committee membership, terms of reference and link governors

The Clerk had outlined committee membership for 2021-22, amendments to committee terms of reference as proposed by committees and link governor responsibilities and proposed appointments.

Governors:

- i) **approved** the committee membership for 2021-22, including the appointment of Jen Vanderhoven to the Capital Group;
- ii) **approved** the proposed changes to committee terms of reference;
- iii) **appointed** Gary Wright as Safeguarding governor and **agreed** the role description;
- iv) **reconfirmed** Gary Wright as Careers/Employer Engagement Link Governor, Rob Mitchell as Equality, Diversity and Inclusion Link Governor and Anne Vickers and Mark Wilson as T Level Link Governors and **agreed** the role descriptions.

21/90 Agenda Item 13 – Policies and Strategies

The previously circulated report had confirmed that no changes were proposed to the Complaints Policy for 2021-22 and had outlined changes to the Careers Education, Information, Advice and Guidance Strategy and the Marketing Strategy; the evidence base for the proposed retirement of the Progression and Destination Policy had also been provided. A proposed schedule for agreement of Strategies and Policies and Procedures, with delegation of approval to committees as appropriate, had also been circulated.

Governors:

- i) **approved** the Complaints Policy for 2021-22;
- ii) **approved** the Careers Education, Information, Advice and Guidance Strategy for 2021-22;
- iii) **approved** the Marketing Strategy for 2021-22;
- iv) **agreed** to retire the Progression and Destinations Strategy;
- v) **agreed** the strategy and policy approvals schedule.

21/91 Agenda Item 14 – Any Other Business

There were no items of additional business.

21/92 Agenda Item 15 – Approval of Documents for Public Inspection

It was **agreed** that the agenda and supporting documents of the current meeting be made available for public inspection with the exception of the reports for Agenda Items 2.1, 4, 5, 6.1, 7 and 8 which were considered commercial in confidence. Minutes would be made available following approval and consideration at the next meeting.

21/93 Agenda Item 16 – Date, time and venue of next meeting

It was noted that an additional Special Corporation meeting would be held on Thursday 25 November, time to be confirmed.

The next termly meeting was scheduled for Thursday 9 December 2021, 5.30 pm at Redcar and Cleveland College H202 (subsequently changed to an online (Teams) meeting).

21/94 Agenda Item 17 - Key Themes

- Ratification of the appointment of Paige Costello and Aaron Carter as Student Governors following an election process
- Consideration of the Higher Education National Student Survey results for 2021 and resulting action plan noted

- Approval of the Group Self Assessment Report for 2020-21 and Group Improvement Plans 2021-22
- Presentation of the Annual Safeguarding and Health and Safety reports for 2020-21
- Agreed to progress the Energy Centre project at RCC and to hold a Special Corporation meeting on 25 November 2021 to consider agreeing the final business case before submission to the Redcar Town Deal Board
- Approval of Internal Audit Plan for 2021-22 and the Regularity Self Assessment Questionnaire for signature by the Corporation Chair

(The meeting ended at 7.05 pm)

Approved at a meeting held on 9th December 2021