



**North Kent College
Corporation Board**

**Part 1 Minutes (non-Confidential) of the meeting held on
Thursday 3 July 2025 at 17.30hrs held via Teams.**

Members present:

Mr. D Gleed	Chief Executive Officer/Executive Principal
Mr D Martin	External Governor – Chair of Corporation
Mr. L Jones	External Governor – Vice Chair of Corporation
Mrs I Redman	External Governor
Mr T Biring	External Governor
Ms S Henwood	External Governor
Mr. R Ogefere	External Governor
Mr P MacGahan	External Governor
Dr S Hubble	External Governor
Mr M Jenkins	External Governor
Ms J Grant	External Governor
Ms M Sahota	External Governor

Senior Leadership Members in attendance:

Mr L Jenkins	Deputy Chief Executive
Mr M Andrews	Deputy executive Principal/Strategy & Curriculum
Ms R Hughes	Deputy Executive/Teaching, Learning & Improvement
Mrs Y Hughes	Clerk & Governance Advisor to the Board

Minute No:	Minute recorded	Action/ Decision
1052	Opening of Meeting and Apologies for Absence	
	The Chair of Corporation – Mr Martin opened the meeting at 17.30 hrs and welcomed governors and members of the Senior Leadership Team to the meeting and opened proceedings Apologies had been received from Ms Spurgin, Mr Higbee, Mr King and Mr Barry.	
1053	Declarations of Interest	
	There were no amendments or new declarations of interest declared other than those already registered and held on record.	
1054	Corporation Board Minutes – 22nd May 2025	

	<p>The Corporation Board received the pre-circulated minutes of the meeting held on the 22nd of May 2025.</p> <p><i>Formally approved.</i></p> <p><i>The Board formally approved Part 1 Corporation Board minutes of the meeting held on the 22 May 2025.</i></p> <p><i>The Board formally approved Part 2 Confidential Minutes of the meeting held 22 May 2025.</i></p> <p><i>The Board formally approved Part 3 Strictly Confidential Minutes of the meeting held 22 May 2025. These minutes were circulated to External Governors are separate cover in advance of the meeting.</i></p>	Minutes Approved
1055	<p>Chief Executive Report – July 2025</p>	
	<p>The Chief Executive presented his report stating that as the 2024/25 Academic Year ended that his report provided Governors with an idea of the FE landscape, both nationally and in Kent, for the next 12 months.</p> <ul style="list-style-type: none"> • 16–18 Funding: Government focus remains on raising 16–18 funding rates, with no similar uplift for adult, apprenticeship, or HE funding. • Technical Excellence Colleges: NKC submitted a regional bid, supported by East Kent and Mid Kent Colleges. Governors noted the competitive nature of the process, potential funding outcomes, and the College’s strong geographic position. Mr Jones questioned when the Technical Excellence bid results would be known. The Deputy Executive Principal/Strategy & Curriculum confirmed an announcement that was expected in September 2025. • Curriculum & Assessment Review: Final report expected autumn 2025; not anticipated to be radical. • Ofsted Inspection Framework: Due for release in September 2025 with only 8 weeks’ notice. Governors expressed concern at the short preparation window. Ofsted advised colleges to complete 2024/25 SAR under the old framework. • Kent County Council elections: Significant political change with Reform becoming the leading party; 40% response rate to NKC engagement letters considered positive. Plans are in place to host councillor visits to all four sites. • Strategic Plan: Implementation to begin autumn 2025, with governors to receive detailed proposals at the October Board meeting. 	

	<p><i>Received and noted.</i></p> <p><i>The Corporation Board received the Chief Executive report to July 2025 and looked forward to receiving an update on the Technical Excellence College bids in due course.</i></p>	
1055	<p>Finance & Resources – Part 2 Confidential Business – Not for public record – Commercially Sensitive</p> <p>Monthly Management Accounts – April 2025</p>	
1056	<p>Draft Budget 2025/26 and 3 Year Financial Forecast</p> <p>The Deputy Chief Executive introduced the draft budget for 2025/26 and the 3-year financial forecast, reminding governors that the Board was required to approve the new-year budget, the current-year forecast, and an indicative projection for 2026/27 for submission to the Department for Education. He explained that alongside the paper circulated to governors, the College must submit the detailed College Financial Forecasting Return (CFFR) spreadsheet with supporting schedules and commentary.</p> <p>The Deputy Chief Executive highlighted that the draft budget projected an operating surplus of £863,000, compared with the current year’s forecast of £714,000. He drew governors’ attention to the significant increase in DfE income: recurrent funding for 16–18 students were set to rise from £38 million to £43 million. This reflected both an increase in NKC’s learner numbers and a national funding rate uplift of 5.4%. The Deputy Chief Executive commented that he could not recall such a large increase in core funding during his time in FE and noted that the College’s strong reliance on 16–18 provision meant it would particularly benefit.</p> <p>He explained that other funding streams were less positive: adult funding was being reduced, apprenticeship funding was static, and school partnership income was declining as historic arrangements from the Hadlow and Tonbridge merger were wound down. However, these amounts were relatively small compared to the core DfE income.</p> <p>Turning to expenditure, the Deputy Chief Executive confirmed that pay costs incorporated previously discussed assumptions about pay awards and national insurance support, and that non-pay budgets had been prudently set. He highlighted that £500,000 had been deliberately set aside as a non-pay provision, to allow flexibility in responding to future government spending reviews. He explained that the College sought to operate in the manner of a cooperative, reinvesting surpluses for the long-term benefit of students and facilities rather than accumulating large reserves.</p> <p>The Deputy Chief Executive also addressed the cashflow forecast, noting that cash balances were projected to decline in future years as transformation funds and other advance grant payments were</p>	

	<p>spent down. He reminded governors that while large sums had been received upfront, they would be drawn down as projects were completed.</p> <p>Ms Redman queried the spreadsheets, noting some difficulty following the different tables. The Deputy Chief Executive pointed her to Appendix 2 of the report, which showed movements in income, pay, and non-pay, and explained how the government expected colleges to reconcile the year-end forecast with the new-year budget.</p> <p>Governors raised concern that cash in hand days were projected to decline, asking what was driving this trend. It was explained that much of the cash was transformation funding received 18 months earlier, which was now being spent. The Deputy Chief Executive added that additional grants had recently been received (e.g. the FE CC allocation), which were already reflected in the balances. He reassured governors that NKC remained in a strong position, with no significant debts and investment income exceeding mortgage costs.</p> <p>Mr Jones also asked about risks to the budget given the modest surplus. The Deputy Chief Executive identified several: recruitment numbers, inflation and potential changes to the national minimum wage, continuation (or not) of NI support after March 2026, and global energy market volatility. He added that the College had included cushions, such as the £500,000 provision, to mitigate risks.</p> <p>Ms Sahota queried the £170,000 provision release shown in the budget and asked for additional detail on this. It was explained that these related to historic provisions prudently set aside in previous years (for example, energy costs or VAT reclaims) which could now be released in consultation with auditors. The Deputy Chief Executive emphasised that the key measure was whether the College's operating position remained sound and confirmed it did.</p> <p>Throughout the discussion, governors welcomed the prudent approach and agreed that the College was in a stable financial position, benefitting from the unusual increase in core funding.</p> <p>The Deputy Chief Executive concluded by noting a late technical correction to the CFFR model, which improved retained profit figures but did not affect the operating surplus. It was noted for the record that the Clerk & Governance Advisor to the Board had circulated updated schedules prior to the meeting.</p> <p>Decision: The Board approved the draft Budget 2025/26, including the supporting CFFR schedules and corrected figures, for submission to the DfE by the end of July 2025.</p>	
1057	<p>Committee Report Audit Committee Minutes of meeting held 19 June 2025</p>	

Mr Jones – Chair of the Audit Committee presented the minutes of the last meeting held and highlighted 3 key areas.

Mr Jones reported on the update received from The Director of IT on cybersecurity. It was noted that the most significant outcome was that the College now had cyber insurance in place. He explained that this meant that if the College were subject to a cyber-attack — a recognised risk across the FE sector — the insurance would provide funds to fight it and reinstate systems as needed. Mr Jones described this as a very positive development for the organisation.

Mr Jones summarised the outcomes of four internal audit reports considered by the Committee:

- **Funding assurance:** no formal opinion given, one recommendation.
- **Income diversification:** strong assurance, no recommendations.
- **Management information:** strong assurance, no recommendations.
- **Income and debtors:** significant assurance with two low-level recommendations.

Mr Jones emphasised that these represented good outcomes overall, with very few recommendations, and noted that two further reports had been completed but were still under management review. These would come to the September meeting.

Mr Jones addressed the Committee's discussion on approval limits within the reviewed Financial Regulations. He explained that approval thresholds had not been revised since 2012, and it was recommended they now be increased by 50%. While this might sound significant, he reminded governors that in the context of inflation and College growth since 2012 it was proportionate. The Committee had supported the increase. He also noted agreement to raise the level at which assets were capitalised from £1,000 to £1,500, to avoid overloading the fixed asset register with small items. Finally, he reported that an additional banking signatory had been approved, in light of a key staff member due to go on maternity leave, to ensure resilience and avoid risks to processing payments.

The Deputy Chief Executive added clarification about cyber insurance, explaining that the policy provided access to specialist support teams who would be deployed in the event of an attack. He noted that in the FE sector the largest claim seen to date was around £450,000, with one large Scottish group at £900,000, so NKC's annual premium of £15,000 represented good value. He also confirmed that NKC already had other protections in place, such as Cyber Essentials Plus accreditation and support from JISC.

	<p>Ms Redman asked whether NKC had experienced a cyber-attack. The Deputy Chief Executive responded that most FE institutions were targeted regularly, whether through denial-of-service attacks or staff inadvertently clicking phishing emails. NKC had not suffered a major incident but carried out regular simulated phishing tests and staff training.</p> <p>Ms Henman asked whether the insurance also covered external specialists to handle reporting and negotiations in the event of a ransom demand. The Deputy Chief Executive replied that the policy had wide coverage, including multiple claims per year, and that Gallagher’s — sector insurers — had recommended the product.</p> <p>Decision: <i>The Board noted the Audit Committee minutes and endorsed the Committee’s recommendations on approval thresholds, capitalisation limits, and additional banking signatories.</i></p>	
1058	Audit Committee Terms of Reference Annual Review and Business Plan for 2025/26	
	<p>Mr Jones – Chair of the Audit Committee introduced the updated Audit Committee Terms of Reference. He explained that the changes were minor and had been clearly marked in the circulated paper, with the relevant paragraph highlighted in red. The update was necessary to ensure alignment with the most recent DfE Audit Framework (2025).</p> <p>Mr Jones described it as a “relatively minor change” and noted it was presented to the Board for approval following Committee recommendation.</p> <p>Decision: <i>The Board approved the revised Audit Committee Terms of Reference.</i></p>	
1059	Buzzacott – FSA Strategic Planning Letter for the End of Year Financial Statements Audit and Letter of Engagement	
	<p>The Deputy Chief Executive presented the planning letter from the College’s external financial statements auditors, Buzzacott LLP. He explained that the letter set out the scope of the statutory audit work for 2024/25, including areas of focus, materiality levels, and the sector updates auditors were required to bring to governors’ attention.</p> <p>He reminded the Board that while the Audit Committee had reviewed the document, formal approval was required from the full corporation, as the accounts are produced on behalf of governors.</p> <p>The Deputy Chief Executive also explained that Buzzacott LLP had recently restructured, separating their audit practice into a new legal entity, Buzzacott Audit LLP, which required the College to update its service contract. He reassured governors that this was an internal</p>	

	<p>change within the firm and did not affect the College’s audit team or service quality.</p> <p>Mr Jones confirmed the Audit Committee had been satisfied with the approach and was recommending approval.</p> <p>Governors raised no objections.</p> <p>Decision: The Board approved the External Auditor’s Planning Letter and confirmed the appointment of Buzzacott Audit LLP to complete the 2024/25 year-end accounts.</p>	
1060	Strategic Risk Register - update	
	<p>The Deputy Chief Executive presented the updated Strategic Risk Register as reviewed by the Audit Committee. Governors were reminded that the register was refreshed at each cycle and had been last updated in March 2025. Following feedback at that meeting, two new risks had been added — cybersecurity and fraud — to reflect issues highlighted by internal auditors at other colleges.</p> <p>He explained that some risks had been reduced in score, for example those relating to pay pressures, which were considered less likely to cause issues at present. It was noted that changes were shown in red text within the register to make them clearer for governors.</p> <p>The Deputy Chief Executive confirmed that an internal audit of risk management had recently been completed, and although the final report was still under management review, it was expected to recommend only minor improvements. One change already adopted was the consolidation of the “risk” and “impact” columns into a single section, to allow more space for contextual comments. He added that future improvements would likely focus on clearer action reporting and accountability.</p> <p>It was stressed that the register was a live document and should always reflect governors’ views. He invited the Board to consider whether any additional risks should be included, or existing ones removed. At present, he felt all material risks were captured.</p> <p>Mr Jones confirmed that the additions of cyber and fraud risks were appropriate and consistent with what internal auditors had recommended.</p> <p>Decision: The Board noted the updated Strategic Risk Register</p>	
1061	Financial Regulations – Annual review	
	<p>The Deputy Chief Executive presented the proposed revisions to the College’s Financial Regulations as considered and agreed by the Audit Committee. Governors were informed that the approval and</p>	

	<p>authorisation limits had not been updated since 2012. Over that period, inflation alone had risen by more than 60%, and the size of the College had also grown significantly.</p> <p>He explained that the recommendation was therefore to increase the limits by 50%. The Deputy Chief Executive acknowledged that he had considered this carefully, as the lower thresholds had, in earlier years, supported tighter financial control when NKC took over Hadlow and Tonbridge colleges, both of which had been in multi-million-pound deficits at the time. The lower thresholds had been “not a bad thing” during that period, as they helped to embed discipline and accountability. Now, however, given the College’s stable financial position and the impact of inflation, it was right to revise the thresholds upwards.</p> <p>It was also noted the related change to the capitalisation threshold for fixed assets, which would be increased from £1,000 to £1,500. This would prevent small items from being unnecessarily added to the fixed asset register and would simplify administration.</p> <p>Finally, it was confirmed that the Audit Committee had also recommended the addition of an extra banking signatory, to provide resilience given a key member of staff was due to take maternity leave.</p> <p>Governors acknowledged that the changes were sensible and overdue and that the Chair commented that it was appropriate to adjust the limits now that the College was operating on a stronger footing, while also ensuring that reviews of thresholds did not wait so long in future.</p> <p>Decision: The Board approved the updated Financial Regulations, including:</p> <ul style="list-style-type: none"> • a 50% increase in delegated approval limits, • the increase of the capitalisation threshold for assets to £1,500, and • the addition of an extra banking signatory. 	
1062	<p>Committee Report Search, Governance & Remuneration Committee meeting held 5th June 2025</p>	
	<p>Ms Henwood – Chair of the Search, Governance & Remuneration Committee presented the minutes of the last meeting held 5th June 2025.</p> <p>It was explained that the Committee had reviewed membership, succession planning, and upcoming governor appointments. The Committee noted that the Board had a strong balance of skills but that vacancies would arise during 2025/26 due to the scheduled end</p>	

	<p>of terms of office. Particular attention was given to maintaining expertise in finance, estates, HR, and land-based industries.</p> <p>Ms Henman reported that the Committee had considered reappointments to the Board as follows:</p> <p>Sue Hubble, Sarah Henwood, Louis Jones, and Mandeep Sahota were each approaching the end of their current terms. The Committee had recommended reappointments, subject to Board approval, recognising the continuity and skills they brought.</p> <p>The Board had also noted that Ms Cosby's sabbatical, which had been granted due to a conflict of interest. The position would be reviewed in autumn 2025 to confirm whether she was able to return to the Board or whether her resignation would need to be accepted.</p> <p>The Committee had further reviewed governor recruitment. It was noted that the Committee had agreed to seek candidates with skills in land-based industries to strengthen oversight of Hadlow and the College's rural provision, and to consider wider diversity. Adverts were to be issued over the summer, and potential candidates identified through existing networks would be approached.</p> <p>The Committee had also received the outcomes of the annual SG&R Committee self-assessment exercise. Ms Henman reported that the feedback showed governors felt engaged and well-supported, with strengths in challenge and scrutiny, but there were areas for improvement around increasing visibility of governors across campuses and strengthening governor induction. These outcomes would feed into the Board Governance Improvement Plan for 2025/26.</p> <p>The Chair emphasised the importance of succession planning, noting the balance between continuity and refreshing the Board with new expertise.</p> <p>Decisions:</p> <p><i>The Board approved the recommendations of the SGR Committee to reappoint Sue Hubble, Sarah Henwood, Louis Jones, and Mandeep Sahota for further terms of office.</i></p> <p><i>The Board noted the sabbatical arrangement for Emma Cosby, with her position to be reviewed in autumn 2025.</i></p> <p><i>The Board endorsed the Committee's recruitment priorities for 2025/26, with adverts to be issued for new external governors with land-based expertise.</i></p>	
1063	<p>Search, Governance & Remuneration Committee Terms of Reference & Annual Business Work Plan 2025/26</p>	

	<p>Ms Henman introduced the revised Terms of Reference for the Committee. She explained that the document had been subject to its annual review at the Committee’s June meeting.</p> <p>Ms Henman highlighted the key changes: an amendment to the section on Remuneration. This update was necessary to bring the Terms of Reference in line with the revised DfE Framework (2025) and the AoC Code of Good Governance (2024), both of which clarified expectations for how remuneration matters should be overseen and reported.</p> <p>She confirmed that the changes were modest but important, ensuring the College remained compliant with national requirements. The revisions had been clearly marked in the version circulated to governors.</p> <p>The Chair further added that while the changes were technical, it was important for governors to see and formally approve them, as this demonstrated ongoing compliance.</p> <p>Mr Jones also confirmed that the Audit Committee had also reviewed the alignment with external requirements and was satisfied.</p> <p><i>Decision: The Board approved the revised Terms of Reference for the Search, Governance & Remuneration Committee.</i></p>	
1064	<p>Corporation Board & Committee Membership</p>	
	<p>The Board having received an update on Board membership within the minutes of the meeting held 5th June 2025 formally approved the following:</p> <p>Formally agreed:</p> <ol style="list-style-type: none"> 1. Governor Reappointments – External Governors <i>That the Corporation Board approve the reappointment of the following external governors for a second four-year term of office:</i> <ul style="list-style-type: none"> ○ <i>Dr Sue Hubble (from December 2025)</i> ○ <i>Ms Sarah Henwood, Mr Louis Jones, and Ms Man-deep Sahota (from 23 September 2025)</i> 2. Committee Membership Adjustment <i>That the Corporation Board approve the removal of Ms Jane Spurgin from the Estates Strategy & Capital Projects Committee and her appointment to the Quality & Standards Committee with immediate effect.</i> 3. Link Governor Role – Higher Needs <i>That the Corporation Board approve the appointment of Ms Joanna Grant as the Higher Needs Link Governor, as noted in the post-committee update.</i> <p>Training & Development</p>	

	<p>Ms Henwood – Chair of SGR Committee reported that the Search, Governance & Remuneration Committee had reviewed the arrangements for governor training and development. She reminded the Board that the Department for Education and AoC Code of Good Governance now placed stronger emphasis on mandatory training requirements for governors in Further Education corporations.</p> <p>It was confirmed that governors were required to complete training in Safeguarding, Prevent, and Equality & Diversity as an absolute minimum. These modules were essential for all Board members, regardless of their committee membership, and were expected to be refreshed on a regular cycle. She added that governors with specific responsibilities — such as Safeguarding Link Governors or Chairs of Committees — might also be asked to complete additional modules relevant to their roles.</p> <p>She noted that completion rates were being tracked by the Clerk, and the Committee had agreed that governors would receive reminders where training was outstanding. Ms Henman stressed that compliance with mandatory training was not optional and encouraged all governors to ensure that they were update with their mandatory training.</p> <p>The Chair supported the approach, emphasising that the Corporation had a duty to evidence compliance, particularly with safeguarding.</p> <p>Governors suggested that refresher cycles should be clearly scheduled so governors knew when retraining was due which was welcomed.</p> <p><i>Decision:</i> <i>The Board noted the update and reaffirmed its commitment that all governors must complete mandatory training as required.</i></p>	
1065	NKC Corporation Board & Committee Meeting Schedule 2025/26	
	<p>The Clerk and Governance Advisor presented the draft calendar of Corporation and Committee meetings for the academic year 2025/26. She explained that the proposed schedule had been reviewed by the SGR Committee before coming forward for Board approval.</p> <p>It was highlighted that the dates had been mapped carefully against statutory deadlines, reporting cycles, and external submission requirements to the Department for Education and the Office for Students. The intention was to ensure that reports such as the annual accounts, budget approval, and the Annual Accountability Statement would reach the Board in time for approval and onward submission.</p>	

	<p>It was further confirmed that the meeting dates took account of feedback from governors about availability and balanced the overall workload across the year. The cycle continued the established pattern of five Corporation Board meetings, supplemented by Committee meetings at appropriate points.</p> <p>Decision: The Board approved the schedule of Corporation and Committee meeting dates for 2025/26.</p>	
1066	Governance Report – July 2025	
	<p>The Chair introduced the Governance Report, reminding governors that it arose following the FE Commissioner’s intervention at Weston College and the subsequent letter to all college Chairs, CEOs and Clerks dated 22 May 2025. He emphasised that the purpose was to reassure governors about North Kent College’s governance arrangements and to confirm that lessons from Weston had been carefully reviewed.</p> <p>The Clerk and Governance Advisor, presented her report, summarising the main findings. She reminded governors of the seriousness of the Weston case, where over £2.5 million had been paid to the principal without disclosure in accounts, outside of payroll systems, and without full governing body approval. This represented a major breakdown of governance, transparency, and accountability, which had led to national reputational damage for the FE sector.</p> <p>The Board were advised that the FE Commissioner’s letter set out a list of non-negotiable expectations for all boards, including:</p> <ul style="list-style-type: none"> • adoption of a recognised governance code, • a formal Scheme of Delegation specifying matters reserved to the Board, • transparent and fully itemised approval of senior post-holder remuneration (including outside income), • a clear separation of roles between the Chair of the Corporation and the Chair of the Remuneration Committee, • annual appraisals for senior post-holders and the Chair, aligned to SMART KPIs, and • publication of remuneration decisions in the College’s financial statements. <p>The Board were assured that North Kent College was already compliant in all core areas. Specifically:</p> <ul style="list-style-type: none"> • The Corporation had formally adopted the AoC Code of Good Governance. • A Scheme of Delegation was in place and due for re-validation in July 2025, with explicit reference to senior post-holder pay. • The Chair of the Corporation and the Chair of the Remuneration Committee were separate roles. 	

	<ul style="list-style-type: none"> • Senior post-holder remuneration was approved through the Remuneration Committee and ratified by the full Board, with disclosure in the College’s published accounts. • Annual governor declarations of interest and related party transactions were in place, with recent updates extending coverage to family connections and third-party dealings. <p>The Clerk acknowledged that some areas were still being strengthened, including the formalisation of a remuneration log (to be completed by December 2025) and the refinement of the senior post-holder and Chair appraisal process to align more closely with best practice. These were already programmed into the Governance Improvement Plan.</p> <p>Ms Henwood stressed that the Weston case showed the importance of transparent processes. She noted that NKC’s decision to keep the Remuneration Committee and the Corporation involved in all decisions was a key safeguard.</p> <p>Mr Jones asked whether NKC’s financial statements provided the full breakdown of senior pay as required by the Accounts Direction. The Deputy Chief Executive confirmed they did, with every component separately itemised and externally audited.</p> <p>Governors further asked about how the new remuneration log would work. It was explained it would capture each remuneration decision with the rationale and confirmation of Board approval, to ensure an audit trail and compliance with the FE Commissioner’s guidance.</p> <p>Decisions:</p> <ol style="list-style-type: none"> 1. <i>The Board noted the assurance provided regarding NKC’s compliance with sector governance expectations.</i> 2. <i>The Board approved the enhancement actions set out in the Clerk’s report, including:</i> <ul style="list-style-type: none"> ○ <i>revalidation of the Scheme of Delegation (July 2025),</i> ○ <i>introduction of a detailed remuneration log (by December 2025),</i> ○ <i>updates to the Remuneration Committee Terms of Reference (already completed June 2025),</i> ○ <i>further development of SPH and Chair appraisal processes (by September 2025), and</i> ○ <i>publication of redacted minutes of remuneration decisions (from September 2025).</i> 3. <i>The Clerk was asked to report progress against these actions as part of the next annual governance review in July 2026.</i> 	
1068	Committee Report – Part 2 Confidential Commercially Sensitive	

	Estates Strategy & Capital Projects Committee meeting minutes of 17th June 2025	
1069	Estates Strategy & Capital Projects Committee – Terms of Reference Annual Review	
	<p>Mr Biring, Chair of the ESCP Committee, introduced the updated Terms of Reference for the Committee. He explained that the document had been reviewed at the Committee’s meeting in June 2025 as part of the annual cycle of governance.</p> <p>The key change noted was the update to reflect the Corporation’s revised delegation limits, which now authorised the ESCP Committee to approve individual capital expenditure items up to £500,000 (inclusive of VAT). It was confirmed that this reflected the change agreed by the Corporation in 2024/25 and ensured the Terms of Reference were consistent with the current Scheme of Delegation.</p> <p>The Chair noted that the update was necessary to ensure the Committee’s delegated authority was clearly recorded and consistent across documents and Mr Jones confirmed that the Audit Committee had also been aware of this change when reviewing financial regulations and thresholds.</p> <p>No further points were raised.</p> <p><i>Decision: The Board approved the updated Terms of Reference for the Estates Strategy & Capital Projects Committee.</i></p>	
1071	Any other Business	
	<p>1. Governor 1:1 Appraisals - The Chair reminded all governors that most of the Board had now booked their 1:1 Appraisals but requested that those who had not done so to please liaise with the Clerk & Governance Advisor to the Corporation.</p>	
1072	Date & Time of the next meeting	
	<p>Meeting closed at 19.45hrs.</p> <p>The next Corporation Board meeting was scheduled for the 23 October 2025 at 17.30hrs.</p>	