

## NCG – Corporation Meeting

Minutes of Meeting held on Wednesday 11<sup>th</sup> September 2019 – 8.30am to 11.45am

Details			Attendance		
Full Name	Position	Initials	Attended	Apologies	No Attendance
Peter Lauener	Chair of Corporation	PL	X		
Mark Squires	Independent Governor	MS	X		
Caroline MacDonald	Independent Governor	CM	X		
Chris Roberts	Independent Governor	CR		X	
John Cuthbert	Independent Governor	JC	X		
Cameron Hartley	Student Governor	CH	X		
Liz Bromley	CEO (Ex-officio Governor)	LB	X		
<b>Visitors/ Presenters</b>					
Chris Payne	Deputy CEO	CP	X		
David Balme	Executive Director Governance, Assurance & Risk	DB	X		
Mike Wilmot	Chief Financial Officer	MW		X	
Karen Heaney	Chief Operating Officer	KH	X		
Steve Wallis	Executive Director of Quality	SW	X		
Tony Lewin	Principal – Newcastle College	TL	X		
Nicola Taylor	Assistant Director of Governance (minutes)	NT	X		
Asfa Sohail	Principal – Lewisham College	AS	X*		
John Litchfield	Chair of College Board – Lewisham College	JL	X*		
Lisa Sproats	Group Financial Controller	LS	X*		

**\*Attended for part of the meeting.**

### 1. Presentation – Lewisham College

*AS and JL joined the meeting.*

PL thanked AS and JL for organising the visit to Lewisham College, and noted that the meal provided to the governors by the College catering academics had been very enjoyable; as had the welcome from the staff at the college.

JL noted his thanks to Corporation members for attending the College, and suggested this had a positive impact on the students and staff which is very important. JL highlighted that he believed it to be really important for governors to interact with staff members, and for this reason alone, it was worth the time and cost.

AS began her presentation, by providing an overview of the College's current offering, along with the student and staff demographic. Governors asked if the demographics were a true picture of the local community, and AS confirmed it was. AS presented a

map of where the learners travel from and governors were surprised at the size of the catchment area and the distance some of the learners were travelling.

AS presented her slides to members, explaining that Lewisham College offers a wide range of subject areas, with ESOL being the largest subject. Contra to this AS noted a recent decline in the Hair & Beauty and Hospitality subject areas and confirmed that this is being considered as part of the wider curriculum strategy (with plans to expand the curriculum) and property plans. JL suggested that some learners are willing to travel longer distances for specialist areas and equipment, for example, the music offering at Lewisham College has a great reputation and learners are willing to travel to enrol on this course. Catering is another example of this, as refurbishment of one of the training kitchens was funded by Jamie Oliver.

AS confirmed that the combined GCSE English and Maths achievement rates have increased from last year. This is very pleasing for the two colleges (Lewisham and Southwark). Governors noted this, and asked about the attendance rates. AS confirmed that they were not at the level they would have wished and that as a result Ofsted may query if students were on the right course and / or if the advice and guidance offered to them is robust enough. Additionally this could also question whether the results are a true reflection of ability. AS confirmed that the College are now reviewing their advice and guidance offering, to ensure it is robust and effective.

It was agreed that some learners choose not to engage with English and Maths, and this could be because of previous failed attempts or they don't feel that they're missing much by not attending. AS confirmed to members that plans had been put in place to ensure students attend from the first session, and continue to do so.

AS presented the enrolment rates for the new academic year as at the date of meeting, noting that enrolment runs until early October. TL informed members that from his experience it was common for the numbers to be below target at this point in time. PL sought clarification that the target numbers have decreased due to the demerging of the colleges, and it was confirmed that this was the case.

AS detailed the College's Key Priorities, which are:

- People
- Curriculum
- Property
- Quality
- Finance
- Stakeholder Engagement

AS noted that, with regards to people, Term 1 and 2 of this new academic year will be a transitional period as the college moves towards its finalised staffing structure. AS reiterated that she valued the staff, and they were a continued key priority.

The Curriculum Strategy is currently being developed and will be completed by December 2019.

Overall AS shared that there is excitement within the College around moving forward with the curriculum and property strategies and the potential for the future.

Members were informed that there is a focus to improve all subject areas to Ofsted 'Good' as a minimum, and work will be done to move those areas which are already 'Good' to 'Outstanding'. Achievement rates are good, however concerns have emerged

in relation to Teaching, Learning and Assessment. Specifically SW informed the meeting that some inconsistent practices throughout the College had been noted which has resulted in a revised TLA procedure being implemented.

AS confirmed that discussions were ongoing with Unions around the Performance Management (PM) procedures and the number of staff observations being undertaken. AS confirmed to the meeting that these were standard practices at all other colleges within NCG however within London it remained possible that the approach could result in strike action. JL confirmed that this matter had been discussed by the Lewisham Southwark Board who had fully endorsed the plans proposed and the continuing conversations around these issues. The Board are confident that the proposed procedure is right, and that this will aid the college in its development plans.

AS noted continued improvement in relation to the College's financial position. This has been supported through the use of expertise within NCG.

In relation to Stakeholder Engagement, AS explained that the residents of Lewisham have a real sense of a community and are passionate about the College. AS noted that the College makes a great difference to learner lives however this value added is not visible within the published data.

JL noted the improvements made within the College since the appointment of AS.

PL asked AS, as an experienced Ofsted Inspector, what her views would be on the improvements seen by the College, and AS confirmed that further improvements still need to be made. There has only been a short window of time since the inspection, and TLA practices need to be improved, along with the implementation of the new framework. It was agreed that transitional changes and culture changes take time.

LB asked AS to keep her up to date in terms of progress, and to ask for support wherever necessary. AS reiterated that the support already received had been very beneficial, and it was enjoyable to work alongside colleges within a group, rather than be in competition with them.

PL thanked AS and JL for attending and presenting, and noted the feedback from JL with regards to the presence of NCG being a positive experience for staff and students.

*AS and JL left the meeting.*

## **2. Meeting Administration**

### **2.1. Opening of Meeting and Welcome**

PL opened the meeting, and welcomed the attendees. PL noted that this would be LB's first official meeting since taking up appointment as the new CEO of NCG.

### **2.2. Apologies for Absence**

Apologies were received from CR and MW. The apologies were accepted. PL noted that LS would be attending the meeting via video-conference in the absence of MW.

### **2.3. Declarations of Interest**

No new declarations of interest were reported.

### **2.4. Review of Previous Minutes**

The Board reviewed the minutes of the two previous meetings (9<sup>th</sup> July 2019, 29<sup>th</sup> July 2019 and the Board Resolution from the 29<sup>th</sup> July 2019) and agreed that they were a true and accurate reflection of the meeting. The Chair signed hard copies for filing purposes.

### **2.5. Register of Board Actions**

The Board reviewed the register of actions. DB noted that there were two outstanding actions which had been due for September. These were to provide some additional BoardPack training and the pipeline for capital projects. PL requested that both of these items were included on the October 2019 agenda. The governors agreed that they would find the BoardPacks training useful, especially around the use of private and public notes, and the user interface.

**Action:** NT to add BoardPack Training and Pipeline of Capital Projects to October 2019 agenda.

CP suggested that the piece of work on the apprenticeship strategy wouldn't be completed for October 2019 as this work follows on from the strategy which hasn't yet been finalised, however LB suggested that this item should remain on the agenda and there will be a paper to update the Board on progress made to date.

### **2.6. Matters Arising**

#### **2.6.1. College Budget Summary**

In the absence of MW, DB suggested that MW intended for the document provided to become a regular standing update, and it was agreed that this information needs to be in line with the financial benchmarking highlighted within the ESFA letter. JC is going to pick this up with MW and LS in further detail.

**Action:** JC, MW and LS to meet to discuss KPI document in light of ESFA letter.

DB confirmed that he had done some work since receiving the letter and this has been added to the Knowledge section on BoardPacks, DB and JC have also met to work on a document together following the Bourneville Report and this is going to be shared at the next Audit Committee (next week).

*LS joined the meeting via video conference.*

PL updated LS on this particular action, and confirmed a meeting would be arranged to discuss this in more detail with JC and MW. PL noted he would also like to be able to benchmark against other college groups.

### **2.6.2. Subcontractors Costing Assessment**

KH presented her update following the Subcontractors Costing Assessment, and confirmed that the paper identified what could be done. KH confirmed that she was not suggesting that NCG should apply to be a real living wage employer at this time due to the cost implications. The Board noted the update and endorsed the advice from the Executive Team that NCG were unable to sustain this cost, however would keep this under review in the future.

### **2.6.3. Property Update**

KH confirmed that the discussions around this item took place during the Estates Workshop on Tuesday 10<sup>th</sup> September 2019. PL confirmed the Board would like a timeline of next steps in relation to the property strategy for Lewisham College to ensure decision making is made at the most appropriate points. PL noted that the Board would like to receive this timeline as soon as possible.

**Action:** KH to provide a timeline for the next steps for the property strategy at Lewisham College.

### **2.6.4. Bourneville College**

DB included a written paper with referenced guidance and documentation within the Knowledge section of BoardPacks. DB and JC then met to carry out a housekeeping exercise in relation to NCG. PL requested that a one page summary is also submitted to the next Corporation meeting. PL recommended that the Board read the letter and supporting documents.

**Action:** DB to provide a one page summary of the discussions at Audit Committee in relation to the Bourneville Report.

**Action:** Board members to read the ESFA letter, Bourneville Report and supporting documentation.

## **2.7. Governor Activity**

PL confirmed that this is to be a standing item on the agenda to capture any evidence of training and development for governors.

It was noted that:

- Governors had the opportunity to visit Lewisham College during the Corporation meeting and Estates workshop which has allowed them to see the campus, meet students and staff, and sample the onsite restaurant.
- PL and CM attended the Newcastle College graduation ceremonies.
- JC had met with DB to discuss the Bourneville report in more detail.
- LocatED had been involved with the Estates workshop to offer advice and guidance.

NT asked if any of the governors had been able to watch the AOC Webinar on the change to the inspection framework and it was suggested not. LB asked if this could be re-circulated.

**Action:** NT to re-circulate AOC webinar link.

### **3. Priority Issues**

#### **3.1.1. CEO – Verbal Update**

LB confirmed she had spent her first few weeks in post meeting staff and visiting the different Colleges. LB noted that the Executive Team had been incredibly helpful with regards to updating her on the work around the strategy, quality, finance and governance, and LB is now considering how she can take this forward whilst pushing to raise ambitions of staff members, teams and the organisation as a whole.

LB stated that she also wants to ensure the College teams know and understand they are part of a group, and all staff need to work together to support the development of NCG. An example of this is that LB has already had conversations with the principals with regards to each member taking on group wide responsibility for a portfolio area.

LB noted that the Director of IT is leaving his role shortly and as a result she has taken this opportunity to engage external consultants who can help drive the IT strategy and provide understanding of data as a strategic asset.

LB also confirmed that she is investigating external funding opportunities with the intention of linking this to the review of corporate services.

LB shared with members that she has met with London South East Colleges (LSEC) to talk about collaboration, instead of competing against each other. Conversations are ongoing.

Further LB informed members that she had worked with CP to further develop the NCG the strategy (to 2030 although specific detail will be limited to the first 5 years). LB noted that AS's presentation which included the key priorities shows that there is already an alignment of strategy across the group, and that all existing College strategies are expected to fit into the NCG plan. LB wanted to ensure the colleges are confident in Group and the leadership coming from NCG. LB is also looking at the NCG brand as a whole, and looking into engaging alumni to support NCG continued development.

LB noted that she will be prioritising the review of the professional services to ensure that they are fit for purpose and able to support the Colleges.

LB confirmed that she would provide more detail of progress at the October Corporation meeting.

The Board noted the update and the progress made since LB started mid-August.

#### **3.1.2. Report –Deputy CEO**

CP presented the CEO and noted that:

- Project Apple Update – it is likely that there will be no direct delivery by the end of October, and only a small number of subcontracted learners. Work is ongoing with the ESFA with regards to reducing the subcontracted provision.

- FE Commissioner Report – the final report [REDACTED] and are included within BoardPacks. [REDACTED]
- Review of Previous Year – there was a focus on getting the basics right and this included work on quality, finance, strategy, and also starting the required culture change within the business. CP noted that the momentum needs to continue in terms of the strategy and values.
- Funding Announcement – CP noted that the 4.7% increase is welcome, however this is a small amount compared to the cuts within the last 10 years. Expectations around this increase will need to be managed, for example, there may be pressure from unions with regards to pay rises, or expectations that the money will be spent in certain areas.
- NSFC Exam Results – CP noted that the results for NSFC were very good, and the College have already identified what areas need to be focussed on to drive improvement further. Specific areas of focus include stretching students' ability and the attainment of boys vs. girls.

JC noted his thanks to the teams involved with the FEC visits, and confirmed that it's important to continue to make progress and demonstrate NCG are open to suggestions and ideas to move forward and progress further.

JC questioned if there was any further information from the ESFA with regards to the data issues at the training providers, and CP confirmed a letter from the ESFA had been received and a response provided. HE further stated that the ESFA are confident that the wind down has been well managed and that current focus will ensure a high quality ILR.

PL confirmed that a project closure report would be produced and presented to Governors once complete.

The Board noted their congratulations with regards to the performance of NSFC, and noted the remarkable improvement over the previous year.

The Board also noted their appreciation to CP with regards to his work undertaken whilst Interim CEO. CP replied that it had been a team effort and had only been possible due to the support of the wider colleagues.

[REDACTED]

CP and LB presented the strategy presentation and confirmed further work had been undertaken since the previous presentation to Corporation. The strategy will be presented to Corporation for final sign off at the October Corporation meeting.

A point of significant change related to the splitting of the Vision and Mission. This had been undertaken to recognise the key differences between the two.

- Mission – why NCG does things, and the reason it exists.
- Vision – what NCG wants to be.
- Strategy – how NCG will deliver the mission and vision.

The Board noted a step forward in terms of clarity and liked the proposed statements. The Board suggested that the wording may need to be more

'snappy' however, LB confirmed that this wasn't the finalised version and this and any further comments could and would be included.

PL specifically asked CH for his thoughts on the strategy to which CH confirmed that he thought the wording was reasonable for students.

MS queried about NCG "becoming recognised", and questioned if this therefore suggested that NCG weren't already recognised? LB suggested that to have reach and influence, you need to be recognised. The Board had mixed feelings around this and it was agreed that further consideration would be given.

LB confirmed that further work would be undertaken around the strategy with the details being shared with senior staff during a SLT conference being held in September.

LB and CP presented the revised approach to the Strategic goals, and confirmed that the finance goal had been amended to facilities. In addition simple statements had been included rather than single words.

DB questioned as to whether non-educators would feel included within the goal around ambitious educators and leaders, and LB suggested that there should be no differentiation as all staff are working within a learning organisation.

JC noted that the feedback was taken on board from the last meeting, and that the revised versions of the mission and vision could easily be adopted by each of the colleges. This then alleviates the potential of the colleges needing their own versions. LB confirmed she had met and discussed this with GG (Principal of Carlisle) to map this with the college's individual strategic plan. TL thought this was a positive message and works well.

PL asked if the new strategy and strategic plan would result in a press release, and LB confirmed she would like to do this.

JC asked if there would be continuation with the involvement of college boards, and LB confirmed that they would be included when staff consultation is undertaken.

### **3.1.3. Report – Executive Director of Quality**

SW presented his report as written. Specifically he confirmed that there is a process in place for clearing achievement rates and recording the data in a timely fashion – this process is improving.

SW noted that the Rathbone study programmes are included within the AEB, and this will have an impact on the overall aims for English and Maths. Work is being undertaken to put together a 3 year plan to underpin the strategic aims to detail actions for staff going forward.

The outcomes for English and Maths are as expected with the majority of College results matching their predictions. Issues have been noted however (in relation to Maths) at Carlisle, Lewisham and Newcastle. There has been a recent change of cohort in English and Maths as some colleges have moved learners from functional skills to GCSE.

At group level, the overall figure is at the National Average (NA) for English and Maths. Whilst this is positive SW suggested the NA should be higher and therefore NCG still needed to make further improvements.

The Group Quality approach to English and Maths was to support the colleges with their improvement actions and individual improvement plans, and this was done through deep dives. Where external engagement was used, the resource was sourced from outstanding provision only. Corrective actions have been introduced where areas of weakness were noted.

SW noted that attendance figures are still poor at Lewisham and Newcastle, with pockets of poor attendance at Carlisle.

The latest apprenticeship rates are indicating that overall improvements continue to be influenced by withdrawals made in previous years, and this equates to a 3% shift. The delivery of apprenticeships has improved and NCG are now clear of the minimum standard threshold.

PL noted that just because achievement rates are above the NA, this doesn't result in a good judgement from Ofsted as they need to see progress, and this will come from better delivery and management.

PL noted that the Board remain concerned around apprenticeships, and would like narrative on what's been done so far, and what the plan is for moving forwards. LB confirmed that she has asked [REDACTED] to quote to carry out an overall group review of apprenticeships, and that she would provide a further update to the November meeting.

MS asked about the work being put into making progress in English and Maths and asked whether the methods are working and if the true issues had been identified. MS suggested some further work into this area, and SW agreed it would be beneficial to spend some time with the Board to look at quality and curriculum in more detail.

**Action:** SW to arrange an additional Board meeting to discuss Quality & Curriculum and Apprenticeships.

#### **3.1.4. Report – Chief Finance Officer**

The Board took the report as read and invited LS to summarise the key messages. LS confirmed that work is still ongoing in relation to year-end, but the position reported is a strong forecast, and the finance teams feel comfortable in hitting reported numbers. There was a strong focus on ensuring the ratio was met to prevent intervention, and it's not expected to fall below the 120 financial health points.

JC asked about the McCloud Judgement and LS confirmed it related to an age discrimination case brought against the LGPS. LS confirmed that the verdict would not affect cash levels currently however when the pension valuation comes in, there may then be an impact.

LB asked if there was a way this could be positive, and LS suggested that this could be advantageous, however it would likely be offset in line with risk. PL asked why the risk assessment was worse, and LS suggested that this is the same across the sector. CP suggested that the London pension scheme look to take security of assets, and suggested the LGPS may follow suit. PL requested that progress is tracked on this area.

PL asked if the potential liability for the training providers was a worst case scenario or a forecast, and LS confirmed that the teams had forecasted as best as possible. LS confirmed that a further meeting with Matt Hamnett and

Nicola Proctor is in the diary to review the latest financials recognising that there are daily changes.

PL requested that LS and MW explore the possibilities so that the Board can understand the range of outcomes which could take place. LS confirmed that this could be provided, with the benefits / concerns included of each potential outcome. PL noted that it would be good to see the uncertainties resolved.

The Board noted the common trend in relation to learner records, and it was suggested that the Colleges are still slow in relation to recording and cleansing their data. LS noted that MW has ensured work has taken place to improve the maintenance of the data however there remains a risk around lack of compliance in terms of timeliness. PL noted that the data management systems not being up to date was an issue.

TL suggested that the fundamental issue is that reports at the start of the year weren't cleansed, and MW felt that the principals weren't taking a direct responsibility for the data being cleared. It was noted that MS and JC are spending a disproportionate amount of time at Audit Committee discussing the current position of data management, and JC is hoping for a separate session to spend some time understanding the apparent ongoing issues in terms of timeliness and accuracy of data. PL asked to be invited to this session.

**Action:** DB / MW to set up an additional session for JC, MS and PL to explore the current issues with data management.

SW suggested that it would be worthwhile clarifying how the data is used throughout the group, for example, the quality team use the data as an end user, and if the data is incorrect at this stage, this then affects their reporting.

JC suggested that having continuous issues with data is a reputational risk, and suggested that if the ESFA looked at the data and were unsatisfied, this wouldn't be good for credibility. CP noted that MW was disappointed with the speed of progress made, however progress can be seen within the last month. CP is confident that the ILR will be clean, however it is not acceptable that the process is such last minute. PL reiterated that this needs to be improved on.

LS noted that the submission for October in relation to 16-18 needs to be correct following the conversations with the ESFA with regards to the Rathbone funding and the agreement in terms of the number of learners within the final ILR.

PL queried the management accounts, as the financial health score is down as 140 points, although this was positive news, PL wanted to know what had changed to increase the score. LS confirmed that risk provision had been released which improved the EBITDA score, and cash is slightly favourable.

*LS left the meeting.*

## **4. Items for Approval**

### **4.1. Freedom of Speech Policy**

The Board approved the Freedom of Speech Policy.

#### **4.2. Safeguarding – Annual Report**

CM queried the increase in referrals, and asked if this was due to staff being more vigilant or an increase in issues. SW suggested that this is due to staff being more vigilant. SW further explained that when he started there was a very low, and therefore unusual, amount of referrals and how the introduction of improved processes has resulted in more realistic reporting.

The Board approved the annual report.

#### **4.3. Safeguarding 19/20 Policy**

LB asked how mandatory training compliance was followed up, and SW confirmed he receives a list of people who aren't compliant, and also team managers receive a regular report to chase those who are non-compliant. KH noted that process improvements are in place to enforce a reminder when training is due to expire to remind staff to complete this.

The Board noted the changes in the Safeguarding Policy and approved the revised version.

#### **4.4. Corporation Matters**

DB provided an update on the Staff Governor process for the Corporation Board, 4 nominees have put themselves forward and a staff vote will take place on Wednesday 18<sup>th</sup> September.

DB confirmed he had done some research across a number of colleges to enquire if student governors were required to produce a report, and the majority of colleges suggested not. The Board agreed that instead of having a student governor report at each corporation meeting, they would like an annual report from the Student Governor. The Board agreed that the College Board level student report should continue.

DB confirmed that [REDACTED] had accepted the offer from PL with regards to joining the Corporation Board, and would join us from the October Corporation meeting.

The Board approved the following appointment extensions:

- Lewisham Southwark College – Ade Adebambo
- West Lancashire College – Kim Webber

The Board approved the appointment of:

- Newcastle Sixth Form College – Lesley Pender

The Board noted the resignations / end terms of office for:

- West Lancashire College – Steve Pitts
- Newcastle College – Ian Dormer (WEF 23/09/2019)
- West Lancashire College – Kim Webber
- Newcastle Sixth Form College – David Shaw

#### **4.5. Corporation Terms of Reference**

The Board noted the Corporation Terms of Reference for the 19/20 academic year.

#### **4.6. Redaction Policy**

The Board approved the redaction policy, and agreed that the policy was a good idea to prevent any misuse of redaction.

### **5. Executive and Student Member Report**

#### **5.1. Report – Chief Operating Officer**

The Board took the report as read and noted the executive summary.

#### **5.2. Report – Executive Director of Governance, Assurance and Risk**

The Board took the report as read and noted the executive summary.

### **6. Items for Note / Information**

#### **6.1. College Board Minutes**

N/A

#### **6.2. Corporation Committee Board Minutes**

##### **6.2.1. Appraisal and Remuneration Committee**

The Board reviewed the following Appraisal and Remuneration Committee Minutes:

- 7<sup>th</sup> November 2018
- 1<sup>st</sup> April 2019
- 28<sup>th</sup> June 2019

The Board noted the Appraisal and Remuneration Committee minutes.

##### **6.2.2. Audit Committee**

The Board reviewed the following Audit Committee Minutes:

- 19<sup>th</sup> March 2019
- 15<sup>th</sup> May 2019

The Board noted the Audit Committee minutes.

##### **6.2.3. HE Governance Committee**

The Board reviewed the following HE Governance Committee Minutes:

- 6<sup>th</sup> February 2019

The Board noted the HE Governance committee minutes.

##### **6.2.4. Subsidiary Board**

The Board reviewed the following Subsidiary Board Committee Minutes:

- 4<sup>th</sup> September 2018 (Intraining)
- 4<sup>th</sup> September 2018 (Rathbone)
- 4<sup>th</sup> December 2018 (Intraining)
- 4<sup>th</sup> December 2018 (Rathbone)

- 5<sup>th</sup> February 2019 (Intraining)
- 5<sup>th</sup> February 2019 (Rathbone)
- 5<sup>th</sup> March 2019 (Combined)
- 4<sup>th</sup> June 2019 (Combined)

The Board noted the subsidiary board minutes.

### **6.3. Information Flow Documents (received from College Boards)**

N/A

### **6.4. Access and Participation Plan**

The Board noted the Access and Participation Plan.

### **6.5. National Student Survey Results**

PL flagged the NSS results, and noted that they were disappointing. DB confirmed that further detailed results were going to be presented at the next HE Governance Committee, and TL confirmed that some of the results are poor in areas which are pulling down the overall results. It was noted that the results of the previous year were a huge improvement on the year prior, however it was still disappointing that areas had dropped this time around.

The Board asked for the HE Governance Committee to consider whether there was anything immediate which could be done to make progress in some of the lower scored areas, for example, learning resources.

**Action:** DB to take this question to the next HE Governance Committee.

### **6.6. NCG Divisional Updates**

The Board noted the NCG Divisional Updates.

## **7. Any Other Business**

N/A

## **8. Corporation Future Agendas**

The next Corporation meeting will take place on Tuesday 8<sup>th</sup> October 2019 at 3pm, at Rye Hill House.