



## CORPORATION BOARD

**Board - Strategy Minutes of meeting held on Wednesday 23<sup>rd</sup> October, 2013 at 5.30pm, The Cove, Dartford Site**

### **PRESENT**

Mr J Parkes	– Chair/External Governor
Mrs S Adams	– Vice Chair/External Governor
Mr D Glead	– Principal
Mr A Lewsley	– External Governor
Mr A Bardoe	– External Governor
Mrs P Jones	– External Governor
Mr B Newell	– External Governor
Mr A Lawson	– External Governor
Miss E Birchenough	– External Governor
Mr R Singh Gill	– External Governor
Mr J Crawford	– External Governor (new appointee)
Ms W Davies	– Staff Governor
Mrs K Gingell	– Staff Governor

### **IN ATTENDANCE**

Mrs Y Hughes	– Clerk to the Corporation
Mrs P Morgan	– Deputy Principal
Mr L Jenkins	– Vice Principal/Finance & Resources

---

<b>Agenda Item</b>	<b>Minute</b>	<b>Action by:</b>
<b>1.1/13.14</b>	<b><u>Opening of Meeting</u></b>  Chair of Corporation opened the meeting at 5.30pm.	
<b>1.2/13.14</b>	<b><u>Apologies for Absence</u></b>  Apologies received from the two Student Governors.	
<b>1.3/13.14</b>	<b><u>Declarations of Interest</u></b>  Mr Lewsley referred to a previous interest which he had declared as an employee of Thomson Snell & Passmore Solicitors who were also the College solicitors who dealt with all issues around estates.	

Mr Parkes declared an interest as Deputy Chief Harbour Master, Port of London Authority in relation to the maritime business of the College.

There were no further new or amended interests declared in respect of the agenda items listed.

**1.4/13.14 Appointment of Mr John Crawford as Corporation Board Member**

Mrs Adams, Chair of the Search & Governance Committee presented the background details around the recommendation being made by the committee for the appointment of Mr John Crawford.

**Agreed**

***The Board formally approved the recommendation to appoint Mr John Crawford to the Board as an External Governor for a four year term of office. In addition, it was agreed that Mr Crawford be appointed to the Audit Committee with immediate effect.***

Mr Crawford was then formally welcomed to the meeting and introductions made.

**1.5/13.14 Chairman's Statement – Mr J Parkes**

Mr Parkes stated that he wanted to address some points around the work of the board and its committees. He started by informing of the Board of a letter he had received from his predecessor thanking the Board for the kind gift given to him as well as the farewell dinner that had taken place.

Mr Parkes referred to the new committee structures that had been implemented in July 2013 and the new agenda layouts and executive summary sheets provided with each report presented to governors. He stated that there was a need for a clear focus on the Board strategic direction at both committee and board level and referred to the importance of this approach, which had been underlined by the meeting that he and the Vice Chair of Corporation had attended that morning with the Ofsted Inspector, Richard Beaumont.

Board members were asked to come prepared to all meetings in order to be highly effective.

Senior Leadership Team (SLT) and management need the assurance that the papers prepared have been read by all Governors; and conversely that the SLT provided succinct reports with the key points highlighted within their reports.

Mr Parkes spoke of the strategy briefings that would take place at Board meetings and in particular around specific College

strategies for e.g. College Marketing Strategy.

Corporate Conference, it was envisaged that this would take place after the imminent Ofsted Inspection and most likely towards the end of the Spring Term in 2014. **Clerk/  
Board**

**1.5/13.14 Minutes of the last Corporation Board meeting held 3<sup>rd</sup> July 2013**

**Part 1 – Public copy**

Formally approved by the Board as a true and accurate record and signed by the Chair of Corporation.

**Part 2 – Reserved copy**

Formally approved by the Board as a true and accurate record and signed by the Chair of Corporation.

**1.6/13.14 Matters Arising – covered within the agenda**

**1.7/13.14 Progress against the 2012/2013 QIP (Quality Improvement Plan)**

The Deputy Principal presented the QIP which was the result of actions implemented in the 2011/2012 SAR (Self-Assessment Report) it demonstrated progress against areas for improvement.

Governors commented on the responses for Item 2 and Item 11 stating that they both had the same outcomes and queried why and how these were related. The Deputy Principal explained that these two projects went hand in hand and work was ongoing into the 2013/2014 period. A Governor asked if there were any significant updates to the QIP since publication and the Deputy Principal stated that there were not. The new SAR for 2012/2013 would now generate a new QIP although some of the projects would be carried forward from the 2011/2012 QIP into the next.

**Action**

***Governors requested that the updates included a timescale of when projects would be completed.***

***Board members were reminded of the importance of the document and advised to pay close attention to the updates to ensure that they were monitoring progress effectively.***

**Deputy  
Principal**

**Received**

***The Board formally received the QIP and thanked the Deputy Principal for the updates provided.***

**College Strategic Planning Process**

The Principal presented his paper and spoke about the times that the Strategic Plan had been reviewed and about the need to identify the KPI's within the Strategic Plan. The paper provided a reminder of the College's revised Mission and Aims, the new Strategic Plan document and the new corporate key performance indicators.

The Strategic Plan provided the Board with the overarching Mission and Aims which dovetailed into the various strategy and planning documents that were reported to the respective committees. It showed clearly the planning process in different areas of the College and how it was integrated as a whole.

The Key Performance Indicators provided the key points which the Board needed to monitor during the 2013/2014 period. The KPI's provided quantitative measurable indicators. The Principal added that if the Board were happy with the document that it would then be circulated to all staff and throughout the College/

**Action**

***Governors asked that the projects and reports be cross linked to the various committees so that it was clear that they were all being reviewed.***

Clerk  
Principal  
Link to  
committee  
reports

***They also commented on the KPI's which were not listed in a couple of areas. The Principal stated that he would complete the outstanding KPI's going forward.***

Principal

Further comments were made on the 4.4 appraisal completions and that the College target was set for 98% completions. The Vice Principal/Finance & Resources felt that this was a realistic target and would be monitoring this closely and shared further details about the appraisal process.

Governors went onto to ask how the KPI's would now be taken forward and the Principal stated that although it was the responsibility of the SLT these KPI's would be cascaded down the management structure.

**Action**

***Governors requested that some additional benchmarking data provided which were comparable to other similar colleges in the sector.***

Principal

***Governor Attendance data to be included under Item 3.3 of the document***

Clerk/  
Principal

**Agreed**

***The Board after going through the proposed document in detail and accepting that this was a working document, they***

***formally agreed to the new Strategic Plan for 2013/2014 subject to the proposed amendments/additions being included.***

**1.9/13.14 Ofsted – Report from the First Improvement Inspection Visit – July 2013**

The Principal referred to his executive summary which gave the background information as to why the College had been assigned an improvement inspector, namely Richard Beaumont.

The letter refers to the first inspection visit which took place in July 2013 (governors would have received this letter early in August via email) in which Richard Beaumont had raised a couple of points which the Principal had annotated responses to within the letter.

Visit 2 took place on the 23<sup>rd</sup> October, 2013 and the Chair, Vice Chair of Corporation and the Clerk to the Corporation met with Mr Beaumont of which the Principal could now provide verbal feedback. Mr Beaumont felt that the Chair and Vice Chair of Corporation were tuned in and well aware of the College's issues. Governors formed an effective part of the SLT of the College. Governors needed to establish clear outcomes for their Governor Familiarisation Visits and ensure that they were getting some assurance from the visits. The inspector had also commented positively on the contribution of the Clerk to the Corporation.

**Action**

***The board discussed the comment made around the Governor Familiarisation Visits and it was agreed that the Principal and Clerk should aim to provide prompts for governors to look at when going to visit particular areas within the College.***

**Principal  
Clerk**

The Deputy Principal gave further feedback from the Hair & Beauty staff who had been delighted that they were visited by members of the board and felt supported and encouraged by the visit. Mr Lewsley and Mrs Adams endorsed the message of encouraging all governors to attend these visits.

**Action**

***Governors were again reminded that Teaching & Learning was the key Ofsted theme and the Principal spoke about points raised during the meeting with the Ofsted Inspector and agreed that he would let governors have a copy of the 2<sup>nd</sup> letter as soon as it was made available.***

**Principal  
Clerk**

**1.10/13.14 Estates Strategy – update  
1.11/13.14 Capital Bid – update**

The Vice Principal/Finance & Resources presented the update to the Estates Strategy.

He referred in particular to the bid submitted to the SFA under Board direction in the Summer 2013. The bid was for £4.2m with a College contribution of £1.4m, unfortunately the SFA had now informed the College that they were not in a position to proceed with the bid as they no longer had the funding available. This therefore left the College with 3 options as outlined under Options 1- New Build, Option 2 – Refurbishment/Purchase and Option 3 Refurbishment/re-location within the report.

The Board commented on the options and in particular to the timings around the Maltings and asked whether the SLT had a plan and more importantly a timescale for getting the processes underway. The Vice Principal explained that this was the reason for bringing the options back to the Board now with a view to getting a decision in the Spring of 2014 which would give the College 2.5 years in which to get a project completed to meet the 2016 malting lease expiry deadline.

Governors asked what the estimated costs would be for the work of the consultants and the Vice Principal gave some details of what consultants would need to be undertaking but was not in a position to give an exact figure for costs.

#### **Action**

***It was agreed that the Corporate Services Committee look at the issues around the 3 options as presented in the report and that the Chair of Corporation have a conversation with the Vice Principal in relation to costs for consultants and agree on how best to proceed.***

**Corporate  
Services  
Committee  
Chair  
VP**

#### **1.12/13.14**

#### **Maritime Facilities – update**

The Principal presented the paper on the maritime facilities owned by the National Sea Training Trust (NSTT) which was also effectively linked to item 1.10 and 1.11 above. The Principal provided background details around the maritime provision at the Gravesend site and Thameside campus.

The NSTT is actively considering the options for disposing of the Thameside facilities and had approached the Principal with a view to the College taking on some or all of the facilities. The report provided details of the facilities available at Thameside and a further presentation of photographs taken of the facilities were shown to the Board.

The aim of the report was to get a directive from the Board to initiate formal discussions with NSTT. The governors referred to the fact that the premises generated some revenue the Principal stated that this revenue was not a significant amount.

Further discussions took place around the facilities at NSTT.

## Action

***The Board agreed that the Principal enter into discussions with the NSTT a view to withdrawing from the lease for the Missions to Seamen building and the riverside jetty early, whilst retaining use of the fire training ground; but felt that it was important that the College continued with their maritime provision.***

Principal

### 1.13/13.14 Deputy Principal Recruitment - update

The Principal provided a verbal update on the progress made so far and explained that interviews had taken place but that the process was not yet complete.

Noted that 26 applications were received by the stipulated deadline, of which, the Selection Panel shortlisted 8 for interview.

The two day interview process took place on the 21/22.10.2013 with an additional day slotted in for Wednesday 30.10.2013.

Four candidates had been shortlisted for the second day formal interviews and the reason for a delayed outcome to the process was explained to the Board in that one of the applicants and who had also been shortlisted for Day 2 was not available. The final day of interviews for this candidate would therefore take place on the 30<sup>th</sup> October, 2013.

The Selection Panel formally requested that the Board authorised delegated authority to the Selection Panel to make a formal appointment on the 30<sup>th</sup> October, 2013.

## Agreed

**The Corporation Board formally agreed to give delegated authority to the Selection Panel to make a formal appointment on the 30<sup>th</sup> October, 2013. The Board would be notified via email of the outcome shortly after. Agreed that the Corporation Board would then formally retrospectively approve the appointment of the new Deputy Principal at the December 2013 Board meeting.**

Selection  
Panel  
Clerk  
Board Dec  
2013

### 1.14/13.14 Principal's Report on External Policy issues

The Principal presented his report on external policy issues which outlined local and national policy issues which would have a possible impact on the College.

## Received

**The Board received the report.  
Public Value Statement**

## Agreed

***The Board formally approved the proposed Public Value Statement for the College in line with FE Code of Governance recommendations.***

The Clerk to the Corporation presented the report on the findings of the governor training audit, which was carried out earlier in the year and referred to the areas identified by governors in which they would like additional training/briefings.

**Agreed**

***The Committee discussed the proposed training programme and agreed to take this to the Board for information at the December 2013 meeting.***

**1.15/13.14      Meeting Evaluation**

The Chair explained that this was an opportunity for all governors to give feedback on the meeting held, and this item would form an integral part of all future Board and Committee meetings.

- Felt that the Board still got too involved in the finer detail of issues bordering on operational matters.
- Governors very pleased with the papers received and the new format in which papers were being presented.

**1.16/13.14      Date & Time of the next meeting**

11<sup>th</sup> December, 2013 at 5.30pm – Gravesend Site  
12<sup>th</sup> February, 2014 at 5.30pm – Dartford Site

**1.17/13.14      Meeting closure**

The meeting closed at 7.56pm.

**MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD.**

**SIGNED**

**DATED**



**CORPORATION BOARD**

**Board Strategy Meeting:                      Action Checklist**

<b>ACTION :</b> Board Strategy Meeting 23.10.2013	<b>RESPONSIBILITY OF:</b>	<b>DEADLINE</b>	<b>COMPLETED</b>
1.5/13.14 – Book Corporate Conference (post Ofsted Inspection)	Clerk	Spring 2014	
1.7/13.14 – QIP – timescales for projects to be included throughout the QIP	Deputy Principal	Spring 2014	
1.8/13.14 – Strategic Plan/KPI's – cross link areas to the different Board committee meetings	Clerk/Principal/DP	Spring 2014	
1.8/13.14 – Strategic Plan/KPI's – complete all KPIs	Principal	Spring 2014	
1.8/13.14 – Strategic Plan/KPI's – Benchmarking data to be included	Principal	Spring 2014	
1.8/13.14 – Governor Attendance data to be included	Clerk/Principal	Spring 2014	
1.9/13.14 – Ofsted visit – 2 <sup>nd</sup> letter to be distributed to all governors upon receipt	Clerk/Principal	Nov 2013	Completed
1.10/13.14- Estates Strategy/Capital Bids Update  VP to discuss costs for external consultants to carry out initial work with Chair of Corporation	VP/Chair of Corp Corporate Services Committee	Feb 2013	
1.12/13.14 – NSTT Facilities – Principal to initiate discussions with NSTT under Board directive	Principal	Dec 2013/Spring 2014	
1.13/13.14 – DP Recruitment Make recommendation to Board at December Board Meeting	Selection Panel Clerk	Board 11.12.2013	