



**Corporation Board**

**PART 1 MINUTES – FOR PUBLIC RECORD**

**Board Minutes of meeting held on Thursday 5<sup>th</sup> January, 2017 at 5.30pm  
Gravesend Campus**

**Present**

|                    |  |
|--------------------|--|
| Mr A Bardoe        | External Governor                          |
| Miss E Birchenough | External Governor                          |
| Mr D Gleed         | Principal                                  |
| Mr J Gurney        | External Governor                          |
| Mr P Hatton        | External Governor                          |
| Mrs P Jones        | External Governor                          |
| Mr A Lewsley       | External Governor – Vice Chair Corporation |
| Dr R Longman       | External Governor                          |
| Ms N McInerney     | External Governor                          |
| Mr J Parkes        | External Governor – Chair of Corporation   |

**In Attendance**

|               |                                    |
|---------------|------------------------------------|
| Mrs Y Hughes  | Clerk to the Corporation           |
| Miss R Hughes | Deputy Principal                   |
| Mr L Jenkins  | Vice Principal/Finance & Resources |
| Mr D Parry    | Savilles Consultant                |

| <b>Agenda Item</b> | <b>Minute</b>   | <b>Action By</b> |
|--------------------|---|------------------|
| <b>2.1</b>         | <b>Opening of Meeting and Apologies for Absence</b><br>The Chair of Corporation opened the meeting at 5.30pm.   |                  |
| <b>2.2</b>         | <b>Declarations of Interest</b><br>The following declarations of interest were recorded at the meeting:<br>Mr Bardoe declared an interest in regards to the Estates Strategy update and planning application to Dartford Borough Council.<br>Mr Parkes declared his interest in the NSTT discussions.<br>Mrs Jones declared her interest in relation to the Principal's Report – Ifield School Collaboration.<br>Mr Hatton declared an interest in relation to the Self-Assessment consultancy work he had undertaken with the College.<br>Mr Lewsley declared an interest in regards to the Estates Strategy update. The College were using Thomson Snell & Passmore LLP to legally represent the College. Noted as usual that Mr Lewsley had no direct involvement with the business being handled by Thomson Snell & Passmore. |                  |

| <b>Agenda Item</b> | <b>Minute</b>  | <b>Action By</b> |
|--------------------|--|------------------|
| <b>2.3</b>         | <b>Part 1 &amp; Part 2 Minutes of the last Corporation Board Meeting held on 20<sup>th</sup> October, 2016</b> |                  |

**The Minutes were formally approved by the Board as a true and accurate record.**

The Board went through the Schedule of outstanding action points and noted that there were two points outstanding, which would be addressed within the next term as per the timescales of the reports.

**5.35pm Mrs Jones joined the meeting.**

**2.8 Land Disposal – Minuted as Confidential due to Commercial Sensitivity (Brought forward on the agenda)**

**6.05pm Mr Parry – Savilles was excused from the meeting and thanked for his valued input.**

**2.4 Principal's Report – December 2016**

The Principal's report was made up of two detailed reports as follows Part 1 Non Confidential items of business and Part 2 Confidential for which the Chair of Corporation would be excluded from the meeting in light of his recorded conflict of interest in relation to the NSTT.

#### **Part 1 – Non Confidential**

- Area Based Review in Kent – the Principal provided a verbal update on the first Steering Group meeting, which had taken place on the 8<sup>th</sup> December, 2016 which the Chair of Corporation and Dr Longman had also attended. Noted that the FE advisors had visited the College on the 13<sup>th</sup> December, 2016 and had given some very positive feedback. The Board would be provided with further updates following the next round of steering group meetings.
- Kent & Medway Skills Hub – the Principal referred to the meeting which had taken place with the Principal, Chair and Clerks of North Kent College and Mid Kent College and advised the Board that further meetings were planned for 2017. The Board were also advised that the Chair and Clerk to the Corporation of Mid Kent College had asked to attend a board meeting to see first-hand how the Carver model of governance was working at the College and they had in turn extended an invitation to the Chair and Clerk at North Kent College.
- Strategic Implementation Plan – the Principal referred to his update on the Strategic Implementation Plan as outlined in his report and subject to the Board approving the proposed document that that he would work with the Clerk to the Corporation to making the plan available via One Drive for governors to review.

| Agenda Item | Minute  | Action By |
|-------------|---|-----------|
|             | <ul style="list-style-type: none"> <li>• Apprenticeship update – noted</li> <li>• Success Rate Comparators – following comments made at the last Board meeting in which Governors had requested that national comparative information on success rates should be included in order to give the Board a better appreciation on just how well the College was performing. The report now provided these comparative figures as outlined in the report. Governors thanked the Principal for this information, which they found very useful as it provided a clearer picture of how the College was performing in particular curriculum areas and where attainment was below the national average.</li> <li>• Ofsted – update on Maths &amp; English - received</li> <li>• MIDES Reports on Maths &amp; English – the Board received the key headlines in respect of the recent benchmarking data, which had been collated by a company called RCU and AoC who were running a benchmarking service called MIDES.</li> <li>• Gravesend Nursery Ofsted – Governors were pleased to note that the nursery provision had achieved a ‘Good’ grading for the recent Ofsted Inspection.</li> <li>• Key Performance Indicators – the KPI report provided the first review for the 2016/2017 period. Governors were asked to consider whether the information provided needed to be refined or amended in anyway and the particular points for consideration were:</li> </ul> <p>Attendance – the Board agreed that it would be useful to provide data on the overall Maths &amp; English attendance so that scrutiny could be given to this area. In addition, Governors requested that attendance data for Functional Skills and Tutorials also be included.</p> <p>Lesson Observation Grades – agreed to include all grades from 1 to 4 within the lesson observation data.</p> |           |
|             | <b><i>The Board received the Principal’s report noting the key points for information.</i></b>  |           |
| 6.15pm      | <b>Mr J Parkes excused from the meeting due his declared Conflict of Interest in respect of NSTT (Confidential Item)</b>  |           |
|             | <b>Part 2 – Confidential section of Principal’s Report</b>  |           |
| 6.22pm      | <b>Mr Parkes re-joined the meeting.</b>   |           |
| 2.5a        | <b>SAR Self-Assessment Report 2015/2016 – including the analysis of success rates with comparisons against benchmarking</b>   |           |
|             | The Deputy Principal presented the SAR stating that with the assistance of Phil Hatton the SAR was now a streamlined, succinct document.  |           |

The Board went through the summary key judgements which outlined the strengths of the College and then identified the key areas for improvement as follows:

| <b>Overview of main self-assessment report judgements 2015/16</b> |                                     |                         |
|---|-------------------------------------|-------------------------|
|   | <b>Previous inspection Feb 2014</b> | <b>Good</b>             |
|   | <b>2014/15 SAR</b>                  | <b>Good</b>             |
|   | <b>2015/16 SAR</b>                  | <b>Good</b>             |
| <b>Effectiveness of leadership and management</b>                 |                                     | <b>Good</b>             |
| <b>Safeguarding contributory graded judgement</b>                 |                                     | <b>Effective (Good)</b> |
| <b>Quality of teaching, learning and assessment</b>               |                                     | <b>Good</b>             |
| <b>Personal development, behaviour and welfare</b>                |                                     | <b>Good</b>             |
| <b>Outcomes for learners</b>                                      |                                     | <b>Good</b>             |
| <b>Types of provision offered and self-assessment judgements</b>  |                                     |                         |
| <b>16 to 19 study programmes</b>                                  |                                     | <b>Good</b>             |
| <b>Adult learning programmes</b>                                  |                                     | <b>Good</b>             |
| <b>Apprenticeships</b>  |                                     | <b>Good</b>             |
| <b>Provision for learners with high-needs</b>                     |                                     | <b>Good</b>             |

Areas for improvement as detailed in the SAR

1. Ensure that the planning, co-ordination and promotion of English and mathematics Level 1 & Level 2 Functional Skills and GCSE English and mathematics is more effective because outcomes for learners in these aspects of their programme of study are too low and attendance is below that of the main vocational classes taken.
2. Facilitate further improvement to the overall quality of teaching, learning and assessment by continuing themed learning walks to ensure the best use of available technology and the sharing and adoption of best practice in teaching, learning and assessment, including independent learning and teachers' ability to stretch and challenge all learners.
3. Expand opportunities for experience of work in some curriculum areas to inspire, motivate and provide realistic tasters of work to aid progression choices and to further enhance our promotion of the acquisition of employability skills by learners.
4. A continual focus on setting high value added targets for learners and tracking of their progress in achieving them, as not all learners make the progress expected based on their starting points that they could do.
5. Following induction, further embed learner awareness of Prevent and British values using relevant examples in teaching, tutorials, displays and in apprentice reviews.

| Agenda Item | Minute   | Action By        |
|-------------|--|------------------|
|             | <p>6. Further improve attendance in 2016/17 so that all areas achieve the College target of 86%. Currently we are at 86.4% with roughly a third of provision above target, a third just below and a further third near 80%.</p> <p>The Deputy Principal went onto explain what strategies were being implemented to address the issues around English &amp; Maths.</p> <p>Teaching &amp; Learning</p> <p>Governors were given a detailed summary of the Teaching &amp; Learning grades as set out on Page 20 of the report which provided the overall Teaching &amp; Learning grades for all curriculum areas. The Deputy Principal pointed out that 2% were at Grade 3 and gave details of the interventions to improve these gradings.</p> <p>Governors asked why only half of the Maritime staff were observed and the Deputy Principal explained that this was due to timetabling and when staff were actually in the College. This process has now however been addressed so all staff will be observed going forward.</p> <p>Phil Hatton commented on the Teaching &amp; Learning grades and explained that when he first joined the Board he had been very concerned that the percentage of good teaching was almost 90% but now that he had reviewed the data and the information as provided on Page 8 of the SAR he was confident that this was the case.</p> <p>Attendance</p> <p>Governors stated that they recognised that attendance had improved and was good in some areas however, they wanted to know what strategies were now in place particularly in Maths &amp; English which had given a negative impact on the overall attendance figures. The Deputy Principal provided details of the interventions put in place and the work being done with students to drive up attendance.</p> <p>Destination Outcomes for 2015/2016</p> <p>The Deputy Principal explained that there would be a detailed Destination Data report presented to the Board at the end of the Spring term which would provide further details with more solid information which would cover the 'unknowns'.</p> <p><b>Agreed</b><br/> <b><i>The Board accepted the SAR 2015/2016 subject to a few minor amendments being made and agreed to formally adopt the SAR for 2015/2016.</i></b></p> |                  |
| 2.5b        | Quality Improvement Plan - updated   |                  |
|             | <p>The Deputy Principal presented the QIP and stated that the new QIP for 2016/2017 would be brought to the next Board meeting. The Governors</p>  | Deputy Principal |

| Agenda Item | Minute  | Action By |
|-------------|---|-----------|
|             | <p>commented positively on the amendments that had been made to the QIP summary sheet which now clearly defined the RAG rated areas but asked that the yellow rag rated areas be summarised too.</p> <p><b><i>Accepted</i></b></p>  |           |
| 2.6         | <p><b>Monthly Management Accounts - update</b></p> <p>The Vice Principal/Finance &amp; Resources presented the newly formatted Monthly Management accounts as at December 2016 and went through the revised forecast and stated that the College had decided to revise its longer term forecast for 2017/18, to help assist the College in longer term planning, and was in line with current enrolments which for 16-18 Study Programmes set the baseline under lagged funding rules. The results of this re-forecast had been shared with the Area Based Review team as part of their review, but would also assist with planning for next year's budget round. Funding for other FE streams had been reviewed in light of the September enrolments and would form the basis of sector funding returns submitted in early December. The effects of the lowering of the age for FE loans is now reflected in loan applications received, as demand was a little unknown at the time of the budget setting process. Broadly the College's surplus was expected to reduce to £253k from a planned £838k. A reduction of £1.56m in income £1.28m from 255 less 16-18 EFA enrolments would be offset by efficiency reductions in Pay for poor recruiting courses and an efficiency review in back office functions. Non-Pay reductions against major headings mirror actuals results achieved in 2015/16 or planned efficiency savings planned. The College were originally expecting to recruit 200 extra unfunded 16-18 enrolments in 2016-17 on the back of higher applications, but this in the end didn't materialise, which would have been funded in 2017-18, and was more about other institutions encouraging learners to have a backup should their results be worse than anticipated.</p> <p>The College was not expecting to adjust its current 2016/17 outturn result as this year's lower recruitment in 16-18 numbers was not clawed back in year, but careful review of other key lines would be undertaken as part of the half year review following the autumn funding return round.</p> <p>It was noted that the ABR team were very impressed to learn that the College had looked at revising the forecast based on the reduction learner which had an impact particularly for 2017/2018.</p> <p>Governors welcomed the new format of the Monthly Management Accounts and found the inclusion of KPI's very useful.</p> <p><b><i>Accepted and agreed</i></b><br/> <b><i>The Board formally accepted the Monthly Management Accounts and formally approved the reforecast as set out in the accounts.</i></b></p> |           |
| 2.7         | <p><b>Tenders &amp; Contracts</b></p>   |           |

| Agenda Item | Minute   | Action By                      |
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|             | <p>The Vice Principal went through the proposed extension of the Security Contract providing details for the request. The College security contract was due to end on 31 July 2017. The lead time for procuring a new service was in excess of 18 months, due to the protracted pensions transfer process for some staff holding a local government pension. As a result, the College wished to extend the existing contract, within the framework pricing approved at the time of tender, for one year to July 2018. This would allow for a new tender process to be carried out for planned commencement from 1 August 2018. The cost increase for the new National Living Wage would be applied later, as this was only announced in the Autumn Statement in late November and comes into force from 1 April 2017.</p> <p>Governors questioned why the College should be liable for the apprenticeship levy and the Vice Principal explained the underlying principle as to why this was the case.</p> <p><b>Agreed</b><br/> <b><i>The Board formally agreed to the proposed extension of the Security Contract for 1 year.</i></b></p> |                                |
| 2.9         | <p><b>Area Based Review – verbal update</b></p> <p>The Chair of Corporation gave the Board a verbal update on the ABR process and the meeting held on the 8<sup>th</sup> December, 2016. He also commented on the views of the other Colleges in Kent and the approach to the process and that the ABR team were clearly looking at making recommendations.</p> <p>Noted that the ABR Team had commented very positively on the work that North Kent College were doing with Mid Kent College.</p>   |                                |
| 2.10        | <p><b>Safeguarding Policy &amp; Procedures (including the Governors Self-Assessment Toolkit)</b></p> <p>The reviewed Safeguarding Policy &amp; Procedures were presented to the Board and it was noted that the policy included the new legislation which came into effect earlier in 2016. Governors asked that the date of the policy be amended.</p> <p>The document also provided a self-assessment toolkit which had been drawn up to enable the Safeguarding Governor and Board members to check whether the various aspects of the Safeguarding Policy were being met in the College. This self-assessment toolkit will now be used annually.</p> <p>Governors queried whether the College should consider including a section in the policy around Risk by Association. It was agreed that the Deputy Principal would look into this.</p> <p><b>Agreed</b><br/> <b><i>The Board formally approved the updated Safeguarding Policy &amp; Procedures and thanked the College Safeguarding Officer for the self-assessment toolkit.</i></b></p>   | <p><b>Deputy Principal</b></p> |

| Agenda Item | Minute  | Action By   |
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| 2.11        | <p><b>Subcontracting Provision</b></p> <p><i>Accepted</i><br/> <i>The Board formally accepted the Subcontracting Provision report.</i></p>  |   |
| 2.12        | <p><b>Annual Health &amp; Safety Report 2015/2016</b></p> <p>The Deputy Principal presented the Annual Health &amp; Safety Report for 2015/2016 and added that feedback had been made to the Health &amp; Safety Manager following discussions at the last Board meeting.</p> <p>Governors requested that future reports provided data on accidents per year group so that they could get an insight of which groups of students were more likely to be at risk and why this would be the case. Governors went onto ask why there was any issue in getting union representation on the Health &amp; Safety Committee and Ms Franks (College Union Representative) stated that there was no particular interest from members to do so based on the working conditions at both campuses.</p> <p>Governors also asked that 'Near Misses' be included in the action plan and asked that this be rectified.</p> <p><i>Accepted</i><br/> <i>The Board formally accepted the Annual Health &amp; Safety Report for 2015/2016</i></p> | <p><b>Deputy Principal/<br/>H&amp;S<br/>Manager</b></p> <p><b>Deputy Principal/<br/>H&amp;S<br/>Manager</b></p> |
| 2.13        | <p><b>Annual HR Report &amp; Policy updates</b></p> <p><i>Agreed</i><br/> <i>The Board formally accepted the Annual HR Report and agreed to the policy update as recommended.</i></p>   |   |
| 2.14        | <p><b>Audit Committee Report 17<sup>th</sup> November, 2016</b></p> <p>Noted that following the postponement of the December 2016 Board meeting the following items of business had been approved by the Board via email:</p> <p>Post Audit Management Report 2015/2016<br/> Letter of Representation<br/> Regularity Self-Assessment Questionnaire<br/> NKC End of Year Financial Statements<br/> Internal Audit Service Annual Report for 2015/2016<br/> Audit Committee Annual Report to the Board and Principal as Chief Accounting Officer</p>   |   |
| 2.15        | <b>Board Membership – Shadow Chair of Corporation</b>   |   |
| 7.45pm      | <b>Mr Lewsley excused from the meeting.</b>   |   |



| Agenda Item | Minute   | Action By |
|-------------|--|-----------|
|             | <p>1) <b>Board formally considered and agreed to reappointment Mr Alex Lewsley for a further four-year term of office effective as of 31<sup>st</sup> December, 2016.</b></p> <p>2) <b>Shadow Chair of Corporation</b> – the Clerk to the Corporation advised that Board that following her email to all Board members requesting nominations for the position of Shadow Chair of Corporation in light of the fact that the current Chair of Corporation would be retiring in July 2017, she had received confirmation from Mr Lewsley that he would be prepared to take on the role of Shadow Chair of Corporation and formally taking on the role of Chair of Corporation in July 2017. The Board were unanimous in appointing Mr Alex Lewsley as the Shadow Chair of Corporation.</p> <p><b>The Clerk to the Corporation stated that they would also be seeking to appoint a new Vice Chair of Corporation and that interested parties should make contact with the Clerk to the Corporation.</b></p> |           |
| 7.57pm      | <b>Mr Lewsley returned to the room and congratulated on his appointment as Shadow Chair of Corporation.</b>  |           |
| 2.16        | <p><b>Meeting evaluation</b></p> <p>Forms to be completed and returned to the Clerk to the Corporation.</p>  |           |
| 2.17        | <p><b>Date and Time of the Next Meeting</b></p> <p>The next meeting of the Corporate Board will be Thursday 9<sup>th</sup> February, 2017 at Dartford campus. The meeting would start at 5.15pm to accommodate the Safeguarding Training Session.</p> <p>Mr Lewsley, Mr Hatton and Mr Parkes to attend the Learner Voice meeting due at 4.00pm, the Cove, Dartford campus on Thursday 9<sup>th</sup> February, 2017.</p> <p>The meeting closed at 7.58pm.</p>  |           |
|             | <b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b>  |           |
|             | SIGNED   | DATE      |



**Corporation Board**

**Corporate Board Action Checklist**

|  |                          |               |           |
|--|--------------------------|---------------|-----------|
| Action – Board meeting 2.1.2017  | Responsibility of:       | Deadline      |           |
| 2.9 – Safeguarding Policy & Procedure – DP to investigate inclusion of Risk by Association   | Deputy Principal         | March 2017    |           |
| 2.11– Health & Safety Report – accident data per year group to be included in future reports and the action plan to include near misses        | Deputy Principal         | March 2017    |           |
| Action – Board meeting 20.10.16  | Responsibility of:       | Deadline      |           |
| 1.3 – Safeguarding Training – training to be arrange for the whole Board and guidance documents to be sent out to all Governors                | Clerk to the Corporation | February 2017 |           |
| ACTION: Board Meeting 11.2.2016  | Responsibility Of:       | Deadline      | Completed |
| 4.6 – Learner Destination Report – to include information in report on the number of students in NEETS and provide this information in the QIP | Vice Principal           | Spring 2017   |           |

