



**Corporation Board Meeting 2**

**PART 1 MINUTES – FOR PUBLIC RECORD**

**Board Minutes of meeting held on Thursday, 7<sup>th</sup> December, 2017 at 4.45pm  
Gravesend Campus**

**Present**

Ms A Birch	External Governor
Ms N Franks	Staff Governor
Mr D Gleed	Principal
Mr J Gurney	External Governor
Mrs D Halpern-Matthews	External Governor
Mr P Hatton	External Governor
Dr R Longman	External Governor – Vice Chair of Corporation
Mr K Norman	External Governor

**In Attendance**

Mr L Jenkins	Deputy Principal/Finance & Resources
Ms R Hughes	Deputy Principal/Curriculum
Mrs Y Hughes	Clerk to the Corporation
Ms W Davies	Assistant Principal – Teaching & Learning
Ms S Barry	

<b>Agenda Item</b>	<b>Minute</b>	<b>Action By</b>
<b>018</b>	<b>Opening of Meeting and Apologies for Absence</b>	
	<p>The Vice Chair of Corporation opened the meeting at 4.49pm and welcomed all present. It was agreed that Mr Longman would Chair the meeting in the absence of the Chair of the Corporation.</p> <p><b>Apologies</b></p> <p>Apologies were received and accepted from Mr Lewsley, Ms McInerney and Mrs Jones.</p> <p><b>Board Membership - Appointments</b></p> <p>The Vice Chair of Corporation formally welcomed the two newly appointed Student Governors, Fiona Winder – Gravesend Site and Daniel Newman – Dartford site.</p>	

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	<p><b><i>Approved</i></b></p> <p><b><i>The Board formally approved their appointments for a one-year term of office with immediate effect.</i></b></p> <p>The Board also welcomed Claire Shearwood-Burton – Head of Marketing, who was attending the meeting as an observer as she had indicated an interest in becoming a staff governor but wished to attend a meeting before making a final decision.</p> <p><b><i>Resignations</i></b></p> <p>The Board were advised that Mr Peter Green had tendered his resignation from the Board.</p>	
<b>019</b>	<b>Safeguarding and British Values Briefing Session</b>	
	<p>The Assistant Principal, Teaching &amp; Learning and the Teaching &amp; Learning Improvement Partner gave the Board a detailed briefing on British Values and Prevent.</p> <p><b>Board members received a copy of the presentation and handout and thanked Wendy Davies and Sue Barry for the informative briefing.</b></p>	
<b>17.21pm</b>	Wendy Davies and Sue Barry excused from the meeting.	
<b>020</b>	<b>Declarations of Interest</b>	
	<p>Ms Franks declared an interest in Item 2.8 the Teaching &amp; Learning Policy in her capacity as union representative at the College.</p> <p>There were no new or amended declarations of interest recorded.</p>	
<b>021</b>	<b>Part 1 &amp; Part 2 Minutes of the last Corporation Board Meeting held 12<sup>th</sup> October, 2017</b>	
	<p>The Corporation Board minutes of the meeting held on the 12<sup>th</sup> October 2017 were duly agreed as a true and accurate record and signed off by the Chair of Corporation.</p> <p><b>Teaching &amp; Learning Report – Alex Falconer</b></p> <p>The Deputy Principal/Curriculum provided the Board with an update on the NKC Lesson Observation Moderation Visit 2 October – 5 October 2017 that been compiled by Alex Falconer during his time at the College. A copy of the report was tabled.</p> <p>The Board went through the recommendations and the strategies that were being implemented and noted the changes that would be made to learning walks.</p> <p><b><i>The Corporation Board received the report on the ‘Actions Register’.</i></b></p>	
	<b>Principal’s Report – December 2017</b>	

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022	<p>The Principal presented his report for December, 2017 which covered 3 key elements:</p> <p><b>External</b></p> <p><b>1. Reforms to Technical Education</b></p> <p>The Principal spoke at length about the T levels as per his report and the Post-16 Technical education reforms: T Level Action plan as per Appendix 1. He explained that the College did not propose to make any radical decisions within the next 12-24 months. Governors referred to the challenges in apprenticeships and the modifications that had taken place and the likelihood that there would be further changes depending on government.</p> <p>The Principal stated that a further detailed report would be brought to the Board on work placements in due course.</p> <p><b>Internal</b></p> <p><b>1. Review of the Strategic Implementation Plan (SIP)</b></p> <p><b>2. Key Performance Indicators update</b></p> <p><b>Review of the Strategic Implement Plan (SIP)</b></p> <p>The Principal presented the SIP, which was now at the end of its first year and explained that it was clear that the impact of new developments within the FE sector could significantly affect the SIP in terms of progress.</p> <p>The report provided an in-depth summary of progress and developments covering the following key points:</p> <ul style="list-style-type: none"> <li>• Apprenticeships</li> <li>• Higher Level Programmes</li> <li>• External Policy Initiatives</li> <li>• Internal Pressures and Priorities</li> </ul> <p>The Board went through the SIP and the Deputy Principal/Curriculum provided an update on the progress of the following action points:</p> <p>Priority 2</p> <p>2.1 to develop a broad suite of performance indicators to assess lecturers performance – noted that these priorities should be completed by November 2018.</p> <p>The Deputy Principal/Curriculum referred to the competition in the maritime provision particularly in respect of [REDACTED]. The Principal felt that the College was still holding their own, despite competitors chasing long standing College clients like [REDACTED].</p> <p><b>Received</b></p> <p><b><i>The Board received the update on the Strategic Implementation Plan and the associated updates in respect of progress.</i></b></p> <p><b>Key Performance Indicators</b></p>	

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	<b><i>The Board received the update on the KPI's taking note of the key points highlighted in the Principal's update under Aim 2 – Teaching and Learning and Aim 5 – Excellent Resources.</i></b>	
<b>023</b>	<b>Quality Improvement Plan – Final</b>	
	<p>The Deputy Principal/Curriculum presented the updated QIP as at December 2017, and it was noted that this was the final QIP for the 2016/2017 period. It was explained that the items RAG rated blue had been completed but would be ongoing during the 2017/18 period.</p> <p><b><i>Priority 3 – Work Experience</i></b></p> <p>This was an area that needed further development and improvements to be made.</p> <p>Phil Hatton referred to the Value Added data and to the Ofsted briefing paper, which had been circulated to the Board. He requested that it would be useful to receive regular updates on the progress being made on value added targets.</p> <p>The Deputy Principal/Curriculum stated that the College was working on this and were using ETrackr and were very aware that they needed to monitor value added data closely and would therefore ensure that regular updates were brought to the Board.</p> <p>Governors requested that the national benchmarking data be added to the QIP to assist with cross-referencing.</p> <p><b><i>Action – Deputy Principal/Curriculum</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Regular reports on Value Added to be brought to the Board</i></b></li> <li><b><i>2. National benchmarking data to be included into the QIP</i></b></li> </ol> <p><b><i>Received</i></b></p> <p><b><i>The Board received the final Quality Improvement Plan update for 2016/2017.</i></b></p>	
<b>024</b>	<b>Self-Assessment Report (SAR) 2016/2017</b>	
	<p>The Deputy Principal/Curriculum presented the Self-Assessment Report for the 2016/2017 academic period. It was noted that the SAR had been completed just in time for the Ofsted Inspection the week before.</p> <p>Phil Hatton, who was one of the governors that had met with the Inspection Team, reported that the SAR accurately reflected what the inspection team had seen during their visit.</p> <p>The Board went through the overall judgements as follows:</p> <p><u>Overview of our main self-assessment report judgements 2016/17</u></p> <p>Overall effectiveness - Good</p>	

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	<p>Effectiveness of leadership and management - Outstanding</p> <p>Safeguarding contributory graded judgement - Effective (Good)</p> <p>Quality of teaching, learning and assessment - Good</p> <p>Personal development, behaviour and welfare - Good</p> <p>Outcomes for learners - Outstanding</p> <p><u>Types of provision offered and self-assessment judgements</u></p> <p>16 to 19 study programmes - Outstanding</p> <p>Adult learning programmes - Good</p> <p>Apprenticeships - Good</p> <p>Provision for learners with high-needs – Good</p> <p>Governors queried the grading for Leadership &amp; Management, in which the College had graded themselves as outstanding and asked what justification there was for this grading. It was explained that the reason for the grading was that the SLT and staff were confident that the management was outstanding based on the significant improvements that had been made. Governors also commented on the outcomes which had consistently improved and referred to the finances, estates and other critical influences and it was felt that the grading was certainly based on sound evidence and indeed that they were confident that leadership and management was outstanding. Phil Hatton went onto request that the outcomes from the Ofsted report be incorporated into the final SAR.</p> <p><b>Action – Deputy Principal – Curriculum</b>  <b>Ofsted report outcomes to be included in SAR 2016/2017</b></p> <p>The Board went through the SAR in detail and requested that some of the key points requiring improvement be highlighted:</p> <ul style="list-style-type: none"> <li>• Teaching &amp; Learning – support to be implemented</li> <li>• Prevent &amp; British Values</li> <li>• Outcomes for learners</li> <li>• Review courses on offer</li> <li>• Attendance</li> </ul> <p>The Vice Chair of Corporation commented on the overall SAR and stated that from a personal point of view he felt that he recognized the outcomes and that this was very encouraging.</p> <p><b>Formally Approved</b></p> <p><b><i>The Board formally accepted and approved the Self-Assessment Report for the 2016/2017 academic period.</i></b></p>	<p><b>DP Curriculum</b></p>
025	English & Maths Strategy	

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	<p>The Deputy Principal/Curriculum presented the English &amp; Math Strategy and highlighted the key changes within the document.</p> <p>Governors asked whether there were any concerns in not achieving some of the strategic aims and the Deputy Principal/Curriculum reported that they do their utmost but, unfortunately, despite all interventions and support, some students just were not able to achieve the requirements in Maths and English, but that the College strived to ensure that they were ready for the work place or onward education.</p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the English and Maths Strategy.</i></b></p>	
<b>026</b>	<b>Teaching &amp; Learning Policy - Confidential</b>	
	<p>The Deputy Principal/Curriculum presented the updated Teaching &amp; Learning Policy and explained that the policy had not been reviewed for two years although it stated it should be reviewed annually.</p> <p><b>Action</b></p> <p><b><i>Additional information on good practice schemes within the College to be brought to the Board in the future.</i></b></p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the updated Teaching &amp; Learning Policy. Noted that Nikki Franks abstained.</i></b></p>	
<b>027</b>	<b>Learner Voice Report</b>	
	<p>The Deputy Principal/Curriculum presented the Learner Voice Report and Student Survey update.</p> <p>The Board went through the data and referred to the difference in students who enjoyed coming to College and Student Governors were asked for their views on the outcome of the survey results. Daniel Newman stated that some of the points that students had raised were not covered in the report and referred to the cost of food and dated laptops in Media. Fiona Winder made a point about the need to find more opportunities for work experience, particularly in Engineering.</p> <p><b>Received</b></p> <p><b><i>The Corporation Board received the Learner Voice Report and the Student Survey Outcomes.</i></b></p>	
<b>028</b>	<b>Complaints &amp; Compliments Report 2016/2017</b>	
	<p>The Deputy Principal/Curriculum presented the Annual Complaints and Compliments Report for 2016/2017.</p> <p>Governors went through the report and asked whether there was opportunity for apprentices to lodge complaints and the Deputy Principal/Curriculum</p>	

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	<p>explained that there was and that this was covered through their induction but added that this was an area that could be improved.</p> <p><b>Received</b></p> <p><b><i>The Board formally received the Complaints and Compliments Report for 2016/2017.</i></b></p>	
029	<b>Risk Register</b>	
	<p>The Deputy Principal/Finance &amp; Resources presented the Risk Register and explained the new format and that ordinarily this report would have been presented to the Audit Committee. The Audit Committee had discussed the need to share the Risk Register with the wider Board to enable a more robust analysis of the risks identified within the Risk Register.</p> <p>Board members were asked for their views on the approach and Keith Norman (Chair of the Audit Committee) commented on the views of the Audit Committee and their responsibilities as outlined in their terms of reference. It was agreed that it was sensible that the whole board had the opportunity to review and have an input in respect of the risk register on a regular basis.</p> <p>The Deputy Principal/Finance &amp; Resources reported that a revised risk register format was introduced in the Summer 2017, following feedback from the College's internal auditors. The circulated document was the first update on the register, which included links to recent updates from the Strategic Implementation and Quality Improvement Plans.</p> <p>Summary updates on the register had been highlighted in purple, for ease of reading and the effects of the results had been assessed against a RAG rating in the final column to show the risk trend since the last the last report</p> <p>A summary of the risk trend profile was provided in the report and it was noted that the major negative impact for the College, reflected the continued uncertainties in the Apprenticeship arena, which were wide and currently unclear for the whole sector.</p> <p>Governors agreed that it was a well set out document and the cross-referencing was useful.</p> <p><b>Action – Deputy Principal/Finance &amp; Resources and Clerk</b></p> <p><b><i>The Vice Chair of Corporation requested that it would be helpful to have a more in depth discussion about the document at a future meeting.</i></b></p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the proposed Risk Register.</i></b></p>	<p><b>DP Finance &amp; Resource s/ Clerk</b></p>
030	<b>Internal Audit Report 2016/2017 – Scrutton Bland</b>	
	<p>Keith Norman – Chair of the Audit Committee presented the Internal Audit Report from Scrutton Bland for the 2016/2017 period and commented on the outcomes for the year.</p> <p><b>Approved</b></p>	

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	<b><i>The Board formally approved the recommended Internal Audit Report for 2016/2017.</i></b>	
031	<b>Internal Audit Services Strategic Plan 2017/18 Engagement Letter and Charter</b>	
	<b><i>Approved</i></b> <b><i>The Board formally accepted and approved the three key documents being the Internal Audit Services Strategic Plan for 2017/18, the IAS Engagement Letter for 2017/18 and the IAS Charter. The Board also agreed that the Chair of Corporation sign off the Engagement Letter and IAS Charter on behalf of the Board.</i></b>	
032	<b>Letter of Representation – Buzzacotts – Financial Statements Auditor</b>	
	<b><i>Approved</i></b> <b><i>The Board formally approved the recommended Letter of Representation for Buzzacotts the College Financial Statement Auditor and that the Chair of Corporation would sign the letter for and on behalf of the Board.</i></b>	
033	<b>NKC Members Report and Financial Statements for the Year Ended 31<sup>st</sup> July 2017</b>	
	<p>The Deputy Principal/Finance &amp; Resources presented the North Kent College Members Report and the Financial Statements for the Year Ended 31st July 2017. The Board noted the statement of comprehensive income and the operational surplus for the year of £551k.</p> <p>Governors referred to the key financial ratios, which showed that the College were in a particularly strong financial position compared to other institutions in the sector.</p> <p><b><i>Approved</i></b> <b><i>The Board formally approved the recommended NKC Members report and Financial Statements for the Year Ended 31<sup>st</sup> July 2017.</i></b></p>	
034	<b>Annual Audit Committee Report to the Board and Principal as Chief Accounting Officer for 2016/2017</b>	
	<p>Keith Norman – Chair of the Audit Committee presented the Audit Committee report to the board, which set out the work undertaken by the Audit Committee during the 2016/2017 financial period. He stated that the committee were in a good position and were challenging of the College when required and were well supported by the auditors, the Deputy Principal/Finance &amp; Resources and the Clerk to the Corporation.</p> <p><b><i>Approved</i></b> <b><i>The Board formally accepted and approved the Annual Audit Committee report to the Board and Principal for the 2016/2017 period.</i></b></p>	
035	<b>Estates Strategy update</b>	
	Confidential – commercially sensitive	



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036	<b>Finance report (including MMA)</b>	
	<b>Received</b> <i>The Board received the Finance report including the Monthly Management Accounts and would be provided with a four-year financial forecast at the next meeting.</i>	
037	<b>Corporation Matters</b>	
	<p><b>Governor Visit to Gravesend – 2.11.17</b> The Vice Chair of Corporation reported on his experience during his visit to curriculum areas at Gravesend on 2<sup>nd</sup> November, 2017 and agreed to circulate the notes he had taken via email.</p> <p>Dalia Halpern Matthews commented positively on the visit and stated that meeting staff and students had been very useful.</p> <p><b>Dartford Open Evening</b></p> <p>A number of governors had also attended the Dartford Open Evening and stated that it had been very well attended.</p>	Clerk
038	<b>Meeting evaluation</b>	
	Governors were asked to submit any comments via the Clerk to the Corporation.	
039	<b>Date and Time of the Next Meeting</b>	
	<p>The next meeting of the Corporation Board will be Thursday 8<sup>th</sup> February 2018</p> <p>The meeting closed at 7.44pm.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p> <p>SIGNED _____ DATE _____</p>	