



Corporation Board Meeting 1

PART 1 MINUTES – FOR PUBLIC RECORD

**Board Minutes of meeting held on Thursday, 6th December 2018 at 5.30pm
Gravesend Campus**

Present

| | |
|------------------------|---|
| Ms A Birch | External Governor |
| Mr T Biring | External Governor |
| Mr T Cardy | Staff Governor |
| Ms N Franks | Staff Governor |
| Mr D Gleed | Principal |
| Mr J Gurney | External Governor |
| Mr A Lewsley | External Governor – Chair of Corporation |
| Dr R Longman | External Governor – Vice Chair of Corporation |
| Mr K Norman | External Governor |
| Mrs D Halpern-Matthews | External Governor |
| Mr D Martin | External Governor – appointed 6.12.18 |

In Attendance

| | |
|--------------|--------------------------------------|
| Mr L Jenkins | Deputy Principal/Finance & Resources |
| Ms R Hughes | Deputy Principal/Curriculum |
| Mrs Y Hughes | Clerk to the Corporation |

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| 104 | Opening of Meeting and Apologies for Absence | |
| | <p>The Chair of Corporation opened the meeting at 5.35pm and welcomed all present.</p> <p>Apologies</p> <p>Apologies received from Mr Phil Hatton.</p> <p>Board Membership</p> <p>The Board were advised that an informal interview had taken place with Mr Martin who had been recommended to the Board as a prospective member. Mr Martin had substantial knowledge and professional expertise within the FE sector and had prior to retirement been an FEFC inspector and most recently an</p> | |

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| | <p>HMI Inspector with Ofsted specialising in Leadership, Management & Governance.</p> <p>It was formally recommended that based on the skills and attributes that Mr Martin could bring to the Board that he be appointed as an External Governor for a four-year term of office with immediate effect.</p> <p>Approved</p> <p><i>The Board formally approved the appointment of Mr David Martin with effect from the 6th December, 2018 for a period of 4 years.</i></p> | |
| 105 | Declarations of Interest | |
| | <p>There were no additional declarations of interest other than those already recorded within the declarations of interest register.</p> | |
| 106 | Minutes of the last Corporation Board Meeting held 11th October 2018 | |
| | <p>The Corporation Board received the minutes of the 11th October 2018 and formally approved the part 1, part 2 of the minutes subject to one amendment.</p> <p>Mr Cardy to be recorded as present.</p> <p>Approved</p> <p><i>The Chair of Corporation signed the approved minutes of the meeting held 11th October, 2018.</i></p> | |
| 107 | Actions Register to December 2018 | |
| | <p>The Board received and noted the actions register.</p> <p>Received</p> <p><i>The Board received the update on the actions register as at December 2018.</i></p> | |
| 108 | Principal's Report – December 2018 | |
| | <p>The Principal presented his report for December, 2018 which covered the following key elements:</p> <p>Part 1 – External update (non-confidential)</p> <ul style="list-style-type: none"> Budget 2018 <p>Part 2 – Internal update (confidential)</p> <ul style="list-style-type: none"> Enrolment report Staff Satisfaction Survey outcomes Fire Training Ground - Confidential KPI Update <p>EXTERNAL UPDATE</p> | |

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| | <p>Budget 2018 The Board noted the update regarding the Budget for 2018 as detailed in the report.</p> <p>T Levels The Principal advised the Board that he would be bringing a substantial report on T Levels to the Spring Board meeting in 2019.</p> <p>INTERNAL UPDATE</p> <p>Enrolment update – Deemed Confidential due to the commercial sensitivity of the data provided– Part 2 Minute The Board received the update on Enrolments for the 2018/2019 period noting the headline figures and current position as per the report.</p> <p>Fire Training Ground – Deemed confidential due to the commercial sensitivity of the report provided – Part 2 Minute The Board received the report in respect of the Fire Training Ground and the proposed recommendations and the information regarding the potential contracts and income from Kent Fire and Rescue Service and SELEP.</p> <p>Staff Satisfaction Survey The Board received the report on the outcomes from the Staff Satisfaction survey. Governors referred to the ‘Staff are involved in planning improvement and setting targets’ point in which 69% of staff had agreed with the statement. The Principal provided further information and explained that one to one to meetings were held by himself and the Deputy Principal/Curriculum in order to received feedback and input from staff on planning improvements and settings objectives. The Governors proposed that future surveys request that staff provide an answer/reason for a negative response to assist the Senior Leadership Team in taking steps to address these points or to gain a better understanding of the issues. Governors noted there was only a few points which had resulted in a 1 to 2% decline compared to the previous year’s survey which included:</p> <ul style="list-style-type: none"> • I understand my role and contribution I am making to the goals of the College • Staff work well together in teams • The college encourages feedback from all its customers <p>The Board were advised that the SLT were considering making amendments to the questions but Governors questioned whether there was any comparable benchmarking data that they could compare the outcomes with. It was explained that it would vary significantly from one institution to the other dependent on the context of the college and so there was not. Governors however agreed that it would be sensible to ask the questions that the College were seeking answers to.</p> | |

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| | <p>Key Performance Indicators</p> <p>The Board received the updated KPI's as at December 2018.</p> <p><i>Received</i></p> <p><i>The Board received the Principals Report for December 2018.</i></p> | | | | | | | | | | | | | | | | | | | |
| 109 | <p>Self-Assessment Report for 2017/2018</p> <p>The Deputy Principal/Curriculum presented the Self-Assessment Report for the College for the 2017/2018 academic period. Noted that the Assistant Principal/Teaching & Learning had drafted the Self-Assessment Report for this period as part of his professional development.</p> <p>The Deputy Principal/Curriculum referred to the outstanding success rates and the very positive outcomes for the College during 2017/18.</p> <p>The Board went through the summary key judgements and the key prioritised improvement actions for 2018/19.</p> <table border="1"> <thead> <tr> <th>Whole College Judgement</th><th>SAR 2016/17</th><th>SAR 2017/18</th></tr> </thead> <tbody> <tr> <td>Overall Effectiveness</td><td>Good</td><td>Good</td></tr> <tr> <td>Outcomes for Learners</td><td>Outstanding</td><td>Outstanding</td></tr> <tr> <td>Quality of Teaching, Learning & Assessment</td><td>Good</td><td>Good</td></tr> <tr> <td>Effectiveness of Leadership & Management</td><td>Outstanding</td><td>Outstanding</td></tr> <tr> <td>Personal Development, Behaviour and Welfare</td><td>Good</td><td>Good</td></tr> </tbody> </table> <p>Key Improvement Actions for 2018/19</p> <ol style="list-style-type: none"> <i>Further support learners who have achieved their GCSE maths and English qualifications through embedded and contextualised project or teaching of these subjects.</i> <i>Improve high grade achievement in GCSE maths and English which declined in 2017/18 and continue to support learners undertaking Level</i> | Whole College Judgement | SAR 2016/17 | SAR 2017/18 | Overall Effectiveness | Good | Good | Outcomes for Learners | Outstanding | Outstanding | Quality of Teaching, Learning & Assessment | Good | Good | Effectiveness of Leadership & Management | Outstanding | Outstanding | Personal Development, Behaviour and Welfare | Good | Good | |
| Whole College Judgement | SAR 2016/17 | SAR 2017/18 | | | | | | | | | | | | | | | | | | |
| Overall Effectiveness | Good | Good | | | | | | | | | | | | | | | | | | |
| Outcomes for Learners | Outstanding | Outstanding | | | | | | | | | | | | | | | | | | |
| Quality of Teaching, Learning & Assessment | Good | Good | | | | | | | | | | | | | | | | | | |
| Effectiveness of Leadership & Management | Outstanding | Outstanding | | | | | | | | | | | | | | | | | | |
| Personal Development, Behaviour and Welfare | Good | Good | | | | | | | | | | | | | | | | | | |

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| | <p><i>1 Functional skills in maths which remained below Entry Level maths and Entry Level and Level 1 English.</i></p> <p><i>3. Facilitate further improvement to the overall quality of teaching, learning and assessment in a minority of curriculum areas. Further use of themed learning walks will ensure the sharing and adoption of best practice in teaching, learning and assessment</i></p> <p><i>4. Ensure that 'areas to develop' from previous observations are followed through in terms of professional development for staff to show improvement in following observations for those areas.</i></p> <p><i>5. Develop consistent opportunities for recorded internal and external experiences of work and formal work placements in all curriculum areas ensuring that these are meaningful and lead to positive destinations. Opportunities must inspire, motivate and provide realistic tasters of work to aid progression choices and to further enhance our promotion of the acquisition of transferable employability skills by learners.</i></p> <p><i>6. Further develop career planning to ensure that all learners have planned opportunities to explore their future career pathways as part of their overall study programme.</i></p> <p>The Board were advised that the RAG rating on Page 44 should all be in green.</p> <p>Leadership & Management</p> <p>Governors commented on the discrepancy between the outstanding grading given to Leadership and Management and Governance being graded as good. The consensus by the Board was that there should not be a difference in grading for the two and that the grade should be a combined one.</p> <p>The Clerk to the Corporation briefed the Board on the proposed governance review and the recommendation to seek an external consultant to carry out an in depth review on governance prior to the May Governor Away Day with the view to receiving feedback in May. Governors stated that it would be useful to use the Ofsted Inspection Framework when comparing evidence to validate an outstanding grade for Leadership, Management & Governance.</p> <p>Action – Deputy Principal/Curriculum</p> <p><i>It was, agreed that the governance section should form part of the Leadership & Management grading and that the narrative around governance retain the strengths identified and the separate heading be removed.</i></p> <p>Based on the discussions Governors requested that the bullet points on Page 16 of the report be reviewed to reflect the positive discussions particularly highlighting the specific areas of the curriculum which had different modes of teaching delivery i.e. music compared to mechanical engineering.</p> <p>A Governor stated that it would be vital that the College prepared for the new Ofsted Inspection Framework and stated that the discussions held were very pertinent.</p> <p>Governors added that over the past couple of years the College had invested in Hair & Beauty and Motor Vehicle and asked whether the improvements seen related directly to the quality of teaching and learning. It was explained that the</p> | |

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| | <p>investment in the above areas were not specifically related to the quality of teaching of learning, but was required because the provision had originally been run out of buildings that had reached the end of the lease period and so required alternative space to be created, the alternative would have been to cease the offer of mechanical engineering at the Gravesend site. The investment made into Hair & Beauty through the Lee Stafford project had reflected as detailed in the SAR for 2017/18 a significant change upwards.</p> <p>Attendance</p> <p>The Deputy Principal/Curriculum referred Governors to Page 52, which reflected the increase in attendance. It was however, accepted that there were still areas that needed to improve. Governors were pleased to see that the attendance in maths and English had continued to improve due to the clear targets that were being set to reduce the gap between vocational and maths and English attendance to less than 5%.</p> <p>Safeguarding</p> <p>Governors questioned the grading of 'effective' for Safeguarding. It was, explained that this was the only grading that could be given, as, safeguarding was either effective or not. Governors did however question whether the report, could be expanded to highlight all the positive points around safeguarding.</p> <p>16 to 19 Study Programmes Page 23 to 25</p> <p>Governors queried how so many areas were RAG rated red when the overall grading was outstanding. The Deputy Principal/Curriculum stated that they recognized that there was work to be done and the level of understanding behind curriculum planning and destination data could definitely still be improved and that the feeling was that not everything needed to be green to be outstanding. Governors accepted that the College understood where they still needed to make improvements and were able to thoroughly validate the grading against the College's own RAG rating approach.</p> <p>It was, agreed that the RAG rating approach and the targets set were challenging and were therefore not always RAG rated green when further improvements could still be made.</p> <p>Adult Learning Programmes</p> <p>Governors noted the outcomes for Adult Learning Programmes and the areas that needed further development in order to become outstanding.</p> <p>Governors asked if there was any additional support that could, be offered to encourage adult learners to complete their courses instead of dropping out. The Deputy Principal/Curriculum stated that the College knew their learners intrinsically and alluded to the mental health issues and work life balance issues that some of the adult learners encountered and provided details of the support offered by the College, which included pastoral support and counsellors but that it was still a challenge.</p> <p>Appendix D – Disciplinary Statistics – Page 53</p> | |

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| | <p>Governors stated that the opening statement ‘children in care’ had no reference to disciplinary issues and asked that this statement be reviewed.</p> <p>Action – Deputy Principal/Curriculum to review the above wording.</p> <p>The Board were advised that the staff and SLT were currently reviewing the entire disciplinary process.</p> <p>Communication</p> <p>Governors accepted the outcomes on communication and had noted the Staff Survey results as detailed in the Principal’s Report.</p> <p>Student Survey - to put the results of the HE NSS Survey into context, it was explained that this survey was the views of 41 learners out of a total college student population in excess of 4000 (less than 1%) in student outcomes.</p> <p>Approved</p> <p>The Board formally approved the Self-Assessment report for the 2017/18 academic period subject to the requested amendments being made to the document.</p> | |
| 110 | Teaching & Learning Policy | |
| | <p>The Board received the updated and reviewed Teaching & Learning Policy which was reviewed on an annual basis.</p> <p>The Deputy Principal/Curriculum presented the revised policy stating that this year the SLT/Staff had decided, to adopt, a more tailored approach to the judgment of observations and support measures through teaching and learning within each of the four Curriculum Departments (English, Maths and Support being one of those departments).</p> <p>The Teaching and Learning Policy had therefore, been revised to define terms more generally to ensure the principles of the policy could be applied to the various models. Each Department Assistant/Vice Principal had designed a model that specifically outlined the observation and support procedures that would be used within their Department and would be issued in conjunction with this overarching policy, as part of ensuring raising the overall quality of teaching and learning to outstanding.</p> <p>Approved</p> <p>The Board formally approved the revised Teaching & Learning Policy.</p> | |
| 111 | Learner Voice and Student Survey Report | |
| | <p>The Deputy Principal/Curriculum presented the report, which was accepted by the Board.</p> <p>Received</p> <p>The Board received the Learner Voice and Student Survey Report.</p> | |
| 112 | Office for Students – Annual Accountability Returns Report | |

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| | <p>Noted for the record that due to timescales the Board had received the report via email in November, and approved the document electronically in order to meet the submission deadline for the document on the 3rd December 2018.</p> <p>Governors requested that in future the report be produced at a time when it could be approved by governors in a timely fashion. The Principal advised the Board that the first meeting of the year was traditionally around the 11th October. The content and proforma from the OfS had only been released to Colleges on the 17th October. Assuming there was not a radical change to either document year on year then a substantively final report could still be presented to Governors in early October 2019, with minor edits afterwards to ensure it complied with OfS specifications. Detailed NSS data was released at course level by the end of August 2019 so that should not cause a barrier</p> <p>Governors commented that it would have been useful to have some internal cross-referencing within the document. For example, para 3.2 could signpost section 11, para 3.4 on student survey could signpost section 5, 3.5 to 3.7 could signpost section 9 (second part). At present the tables in sections 9 to 11 appeared to float a little ‘unanchored’ in the document. Similarly, an introductory sentence before each table in sections 9 to 11 could refer back to the relevant explanatory paragraph. A contents page/index may also assist.</p> <p>Furthermore, Governors referred to Page 3 – section 3.3, and questioned whether the AIR produced by University of Greenwich was a public document and, if so, it was suggest that a URL link be included or appropriate referencing be included in the report. The Board were advised that the AIR produced by the University of Greenwich was not a public document.</p> <p>Governors referred to Page 7, in which the table showed 0 recruitment to the Foundation Dip[loma] in Art & Design, it was requested that the full word be used as per the rest of the document and not abbreviations. Governors suggested that there should be some narrative explaining the consequences given that the UAL qualifications had been adopted to replace certain HND/HNC courses on the basis of being “a more relevant option for our learners” [p2]. The introductory sentence in section 7 provided this for statistical purposes only but this did leave questions begging about the current situation and the future of that provision.</p> <p>Section 8.1, Last para. Governors requested that this paragraph in the report, be amplified slightly to reflect the nature and scale of investment in dedicated HE facilities and services.</p> <p>Governors questioned whether there was a need for the Board to review its membership to ensure that they had a governor with HE experience and perhaps look at the college quality cycle to link annual reporting of different aspects to Board meetings. The consensus was that this would be sensible but that it would be worth waiting for the outcome of the Government’s Post 18 Review in early 2019. This would give a much clearer picture of the Level 4 + landscape for the medium term and would also shape what type of HE offer the College were likely to have / want.</p> | |

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| | <p>The Board noted that 154 universities took part in the NSS, of these the top 7 were in the low 90's the rest were below and ranged from the 60's to the high 80's. Our score of 76% puts the College ahead of the London School of Economics, Ravensbourne and the Royal Academy of Music for example and places us within a percent of two of UCL and Kings College London – two institutions that were not widely thought to have poor reputations nor to be poorly performing.</p> <p>Approved</p> <p><i>The Board formally confirmed their retrospective approval of the OfS Annual Accountability Returns Report, which was signed off by the Chair of Corporation and submitted by the required deadline.</i></p> | |
| 113 | Annual Compliments and Complaint Report | |
| | <p>Governors received the Annual Compliments and Complaints report and commented positively on the quality of the report and the downward trend in overall complaints.</p> <p>Received</p> <p><i>The Board accepted the Annual Compliments and Complaints Report for 2017/18.</i></p> | |
| 114 | Risk Register update | |
| | <p>The Deputy Principal/Finance & Resources presented the updated Risk Register incorporating updates via the current Strategic Implementation Plan and Quality Improvement Plan.</p> <p>The Board were informed that the Audit Committee upon carrying out their annual self-assessment had requested and it was agreed that in order to meet their responsibilities in respect of JACOP that they would receive a termly update on the risk register which would then be reported to the Board termly.</p> <p>Governors requested that item 2.3 in the report be validated.</p> <p>Governors further proposed that another member of the SLT attend future Audit Committee meetings in order to provide additional opportunity for clarification on any queries in respect of the curriculum, quality and business assurance.</p> <p>The Staff Governor questioned the risks associated with maritime and the Deputy Principal/Finance & Resources explained that although recruitment numbers and apprenticeships were improving it was difficult to provide a full cost assumption. Governors further discussed the legacy around maritime and the changes that have taken place over the past years.</p> <p>Received</p> <p><i>The Board received the updated Risk Register as at December 2018.</i></p> | |
| 115 | Estates Strategy update - confidential | |
| 116. | Finance Report | |

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| | Monthly Management Accounts, Estates & IT | |
| | <p>The Deputy Principal/Finance & Resources presented the Finance Report covering the following key items:</p> <ol style="list-style-type: none"> 1. Monthly Management Accounts & Summary Report 2. Tenders & Contracts 3. Treasury Policy & Procedures <p>Monthly Management Accounts and Summary Report – 2017/2018</p> <p>Main grant funding streams, including apprenticeship work, was currently set at budgeted levels until the Autumn funding returns were submitted during late November/early December. For 16-18 overall income was fixed, although actual numbers in the report were now slightly lower, at a small fraction below the contract recruitment level of 2,665 which would lead to a very small reduction in funding next year.</p> <p>The majority of the adverse INCOME variance revolved around lower HE recruitment and Commercial Income. HE targets were probably set at the upper end of expectations, which had not materialised.</p> <p><i>Accepted</i></p> <p><i>The Board accepted the Monthly Management Accounts.</i></p> <p>Tenders and Contracts</p> <p>The Board having received the report and explanation provided in respect of the recommendation to extend the current cleaning contract formally agreed to proceed as recommended.</p> <p><i>Approved</i></p> <p><i>The Board formally approved the recommendation to extend the existing Cleaning Contract contract for two years until July 2021.</i></p> <p>Health & Safety update</p> <p><i>Received</i></p> <p><i>The Board received the update on the Health & Safety Action Plan.</i></p> <p><i>New Company Formation</i></p> <p>The Deputy Principal/Finance & Resources presented the paper in which he set out the background information and the reasons for the request to set up a new company. The intention was to set up a new 100% owned subsidiary company of the College, to allow greater flexibility and reduce risk for the College.</p> <p>The College previously had two subsidiary undertakings which were agreed to be dissolved in 2012, as their apparent need and actual working wasn't clear and could be entirely managed within the College's single legal structure.</p> | |

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| | <p>As a result, these entities were run down and the quasi activities transferred to the College in 2013. Following recent contract experience, it has thrown new light on whether an additional legal structure outside of the restrictions imposed on College's for such things as pensions, would be beneficial. The Deputy Principal/Finance & Resources provided the Board with a detailed briefing as to why the formation of a subsidiary company would be of benefit to the College.</p> <p>Governors did however question the role of directors and the legal status of the proposed company. It was, explained that it would, be wholly owned by the College and that historically the Principal and the Chair of Corporation had been directors. The Board went onto discuss the cost of setting up a company and following lengthy discussions were satisfied that the reasons provided were justified. The Company would be set-up by Buzzacott, the College's external audit firm.</p> <p>Approved</p> <p><i>The Board formally approved the formation of a wholly owned subsidiary company and would await further feedback as to when the company would become operational.</i></p> | |
| 117 | Audit Committee report | |
| | <ul style="list-style-type: none"> a. Audit Committee Minutes of the Meeting held 21st June 2018 – received and noted by the Board. b. Annual Audit Committee Report to the Board and Principal as Chief Accounting Officer – formally approved and signed off by the Chair of the Audit Committee on 6th December 2018. c. Terms of Reference and Business Plan – the Board formally approved the revised Audit Committee Terms of Reference and the Business Plan for 2018/19. | |
| 118 | End of Year Financial Statements | |
| | <ul style="list-style-type: none"> a. Letter of Representation on behalf of North Kent College – the Board formally agreed the Letter of Representation as recommended by the Audit Committee. The Chair of Corporation to sign the master copy. b. FSA Post Audit Management Report for the Year Ended 31st July – the Boar formally received and approved the FSA Post Audit Management report and regularity Self-Assessment Report as recommended by the Audit Committee. c. North Kent College End of Year Financial Statements for the Year Ended 31st July 2018 – the Board formally approved the North Kent College End of Year Financial Statements to 31st July 2018 as recommended by the Audit Committee. The Chair of Corporation and Principal as Chief | |

