



### **Corporation Board Meeting 3**

#### **PART 1 MINUTES – FOR PUBLIC RECORD**

**Board Minutes of meeting held on Thursday, 16 January 2020 at 17.30hrs  
Dartford Campus**

#### **Present**

Mr T Biring	External Governor
Ms N Franks	Staff Governor
Mr D Gleed	Principal
Mr P Hatton	External Governor
Mr A Lewsley	External Governor – Chair of Corporation
Dr R Longman	External Governor
Mr K Norman	External Governor
Mr D Martin	External Governor
Mrs D Halpern Matthews	External Governor

#### **In Attendance**

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

<b>Minute no</b>	<b>Agenda Item</b>	<b>Action By</b>
<b>255</b>	<b>Opening of Meeting and Apologies for Absence</b>	
	The Chair of Corporation opened the meeting at 17.35hrs  <b>Apologies</b>  Apologies received from Mr Gurney.  It was noted for the record that the meeting was quorate.	
<b>256</b>	<b>Declarations of Interest</b>	
	There were no additional declarations of interests recorded other than those already held on the register.	
<b>257</b>	<b>Part 1 and Part 2 Minutes of the last Corporation Board Meeting held 4<sup>th</sup> December 2019</b>	

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	<p>The Corporation Board received the minutes of the 4<sup>th</sup> December 2019 and formally approved Part 1 and Part 2 minutes as previously circulated.</p> <p><b>Approved</b></p> <p><b><i>The Chair of Corporation signed the approved the Part 1 Non-Confidential and Part 2 Confidential (Commercially sensitive) minutes of the meeting held 4<sup>th</sup> December 2020.</i></b></p>	
258	<b>Actions Register to January 2020</b>	
	<p>The Board received the actions register up to January 2020.</p> <p>Minute 226 – Mr Martin advised the Board that he had met with the Deputy Principal/Curriculum to review the draft SAR and provided initial feedback and suggestions on some of the wording and format of the document. The Deputy Principal/Curriculum formally thanked Mr Martin for his valuable input and stated that she would be incorporating the proposed amendments into the final SAR document. Mr Martin had also offered to come into the College again to observe the lesson observation process which was welcomed.</p> <p>Further meetings will be arranged for both Mr Martin and Mr Hatton to meet with the Deputy Principal/Curriculum in due course.</p> <p>Minutes 146 – Governors noted that the two Governor Development days had now been agreed with the first taking place on the 3<sup>rd</sup> March 2020 and the second on the 9<sup>th</sup> June 2020 to review and consider the College Strategic Plan and Curriculum Planning going forward.</p> <p><b><i>The Board received and accepted the actions register as circulated.</i></b></p>	
259	<b>Draft – NKC Self-Assessment Report 2018/2019</b>	
	<p>The Deputy Principal/Curriculum presented the draft Self-Assessment Report for 2018/19 and explained that in drafting the report it had become evident that they were losing the essence of the detail due to the vast amount of data within the document. It was discussed and agreed by the Middle Managers and Senior Leadership Team in the College to extract the data and provide this in a supplementary document to the SAR.</p> <p>The Deputy Principal/Curriculum again thanked Mr Martin for his valued input on the SAR and reiterated that she was working through the recommendations and would review the changes with the Principal and then re-distribute the final version to all governors.</p> <p>The Deputy Principal/Curriculum went through the specific points that had been recommended by Mr Martin.</p> <p><b>Action – DP Curriculum</b></p> <p><b><i>Circulate copies of the suggested amendments with governors.</i></b></p> <p>The report was taken as read and governors invited to provide their feedback.</p>	<p><b>DP Curriculum</b></p>

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	<p>Mr Hatton commented on the fact that the overall grading had gone down particularly when comparing the gradings for 2017/18. It was explained that with the new requirements of Ofsted (EIF) the College were of the view that they needed to really work on strengthening the elements around the Quality of Education and this was largely due to the need to feel comfortable that Teaching and Learning components were Outstanding rather than good. Mr Hatton suggested that it would be reasonable to add some additional positive wording to the document emphasising that aspects were Good with Outstanding features.</p> <p>It was clear that the outcomes for learners at the College were Outstanding however it was understood that this was no longer a separate Ofsted judgement criterion as this now came within the Quality of Education.</p> <p>The Deputy Principal/ Curriculum gave the Board additional information on two separate learning walks that had been undertaken in the week. In total 68 fifteen-minute snapshot lesson observations had taken place over two days. Of the first 28 observations 4 lessons had been flagged red and it was explained that one of these had been an agency lecturer. Governors discussed this and the gradings and emphasised that the College needed to be bold and use the word 'Outstanding' where it was warranted.</p> <p>Mr Martin added that the governance self-assessment outcomes would be discussed in detail on the 3<sup>rd</sup> March 2020 at the Development Day but that in his view there were areas of governance that were not outstanding. The Board were advised that the Chair of Search, Governance &amp; Remco and the Chair of Corporation were due to meet with the Clerk and the Principal to go through the report in detail and draft the proposed areas for improvement on the 27<sup>th</sup> January 2020. Governors discussed the SAR in detail and expressed their views on the strength of governance and the areas in the College SAR that would need serious consideration and rewording. Mr Martin expressed his preference to set up a Standards Committee to have closer scrutiny of the SAR, QIP and the quality of provision in general, especially in the light of the possible changes following a successful Project Red outcome.</p> <p>Mr Hatton commented on the Safeguarding section in the SAR and requested that the Safeguarding/Prevent incident that had taken place in the past year be included. It was agreed that due to GDPR the summary should be broad terms and no reference to those involved be included.</p> <p>Mr Norman commented positively on the SAR but questioned whether the Governance element for improvement should be incorporated into the overall College QIP going forward. It was agreed that the Clerk to the Corporation would provide the narrative to be included which would enable the Board to closely monitor and track progress.</p> <p><b>Action – Clerk to Corporation</b></p>	<p><b>Clerk</b></p>

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	<p><b><i>Draw up the Governance Improvement Objectives to be included in the QIP</i></b></p> <p>Dr Longman commented that the SAR was a very informative document but asked how the College knew whether the SAR report was in fact an effective self-assessment. Governors spoke about the level of detail in the report and the length and number of bullet points used and it was felt that the focus was lost on some of the key points and a lengthy discussion took place about the changes in the EIF which was now focused on impact. The Deputy Principal/Curriculum commented on the number of comments around the consistency of progress in the College and how the College were working on achieving consistency across all aspects of the curriculum.</p> <p>Dr Longman referred to the third bullet point on Page 2 and asked how the College tested the mechanisms they had in place as far as employer feedback was concerned. The Deputy Principal/Curriculum explained that there were a number of mechanisms the College used which included the Business Development Team and Curriculum Managers who had clear links with the employers and local businesses, examples of the different approaches used by the different curriculum departments were shared together with a number of employer surveys. She added that the destination data was a valuable source of information and was good and supported the College in ensuring that they were meeting the demands of local employers and it also maintained strong relationships.</p> <p>Ms Franks the Staff Governor provided the Board with an insight into the difficulties that the learners in her curriculum area of Public Services encountered in that at the age of seventeen the chances of being able to engage in work experience was not permitted therefore they needed to ensure that alternative approaches were taken advantage of. Dr Longman stated that it would be useful if reference was made to the employer surveys and/or at least reference the evidence to support the statements around employer engagement.</p> <p>The Board agreed that the SAR should be updated based on the recommendations discussed and that the wording in respect of Governance be reviewed and once the document had been finalised that the Deputy Principal/Curriculum recirculate the final version.</p> <p><b><i>Agreed</i></b></p> <p><b><i>The Board formally agreed to approve the SAR subject to the requested amendments and additions being implemented.</i></b></p>	<p><b>Clerk/DP Curriculum</b></p>
260	<b>Final Quality Improvement Plan update 2018/19</b>	
	<p>The Deputy Principal/Curriculum presented the Final QIP update for the 2018/19 academic period.</p> <p>The Board noted that the QIP Summary Priorities were colour coded as to their end of 2019 status set against the Impact criteria. The targets within the QIP provided governors with the detail about how the College had in most areas made significant progress and where they had not, and these too had been colour coded against the previous 2019 update. The</p>	

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	<p>QIP had 5 Intent Priority areas with a further 15 sub-implementation areas. These had been ragged against their success criteria with the following outcomes for 2019:</p> <ul style="list-style-type: none"> <li>• 2 yellow</li> <li>• 4 greens</li> <li>• 9 blues</li> </ul> <p>Dr Longman referred to the discussions held at the last Corporation Board meeting and asked how the areas of good practice were identified and documented. The Deputy Principal/Curriculum provided examples of how best practices was documented and where they were not and how certain aspects would then be shared through CPD and assessed. Staff would have the opportunity to learn about the identified areas of good practice. She further emphasised that it was very much a focus across the College and that emails were also regularly sent to all staff on good teaching practices.</p> <p>Governors queried whether the 'yellow' areas in the 2018/2019 QIP would be carried forward onto the new QIP for 2019/20. It was explained that it would be but there were some areas which had evolved over time or parts which had been achieved which would not be.</p> <p><b>Accepted</b></p> <p><b><i>The Board accepted the report providing the final update on the Quality Improvement Plan for 2018/19.</i></b></p>	
261	<b>Draft Quality Improvement Plan for 2020/21</b>	
	<p>The Draft Quality Improvement Plan for 2020/21 was presented by the Deputy Principal/Curriculum who went through the five intents for 2020/21.</p> <p>The Board were informed that the College were continuing with the EIF aligned format and assigned priority areas as 'Intents'. Under the 5 Intents there were areas of focus that had been broken down into 'Implementation' and 'Impact'; again, to further align with the EIF model so that the College were using language that developed their concepts within the framework of Ofsted. The Draft QIP at this stage provided the Intents, behind it lay greater detail at each of the 4 review periods as to who was working and developing aspects for implementation. The Board were advised that they would continue with the four review periods although there would be an adjustment to the dates to coincide better with the Corporation Board Meeting dates so that the QIP to show the milestones toward achievement of Impact. Through the year the document would RAG rated terms of the progress against the Impact criteria.</p> <p>The Board went through the proposed intents and stated that as per the earlier discussions under the College SAR the governance intents would need to be included.</p> <p><b>Approved</b></p>	

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	<b><i>The Board formally approved the proposed Draft QIP for 2020/21 subject to the Governance intents being included.</i></b>	
	<b>Finance Report</b>	
<b>262</b>	<b>Forecast and Monthly Management Accounts – November 2019</b> <b>A section of the MMA report was recorded as Confidential Part 2 due to the commercial sensitivity of the subject for consideration.</b>	
	<p>The Deputy Principal/ Finance &amp; Resources presented the first update on the College Financial position for the 2019/20 period and the November 2019 Monthly Management Accounts.</p> <p>The Board were reminded that at the December Board meeting it had been mentioned that the College would be carrying out a forecast on the current financial position and was reflective of the November funding return for FE and HE and the expected commercial income throughout the financial period for 2019/20. The DP Finance &amp; Resources stated that it was expected that the College would be able to maintain its operating surplus of £155k through several savings in pay and non-pay costs of £410k. The Board were advised of the income shortfalls as detailed in the report.</p> <p><b><i>The Board went through the Monthly Management Accounts for November 2019 with no further queries.</i></b></p>	
<b>263</b>	<b>Finance – Future Budgets (IFMC)</b>	
	<p>The Deputy Principal Finance &amp; Resources referred to the report in which it provided the Board with a detailed explanation on the new requirements for financial modelling and financial budgets approved up to 2021/22 as announced by the ESFA in November 2019.</p> <p>The new financial model would replace all other financial returns to the ESFA going forward and the College planning would need to be reflective of this. The Board were advised that the model was still being developed and that they were now on version 4 and came with an incredibly comprehensive financial spreadsheet which despite nearly 9 months' worth of planning contained a significant number of formula errors since going live in November.</p> <p>The Board were fully appraised of the new IFMC requirements and the fact that the College were now required to submit its plans for 21/22 by the end of February 2020. It was explained that there was no Board meeting scheduled until the 26 March 2020 and therefore to meet the required deadline the Board were asked to formally agree to approve the plans electronically.</p> <p><b><i>Agreed</i></b></p> <p><b><i>The Board agreed that the DP Finance &amp; Resources would circulate the completed plans for 21/22 via the Clerk to the Corporation before the end of February 2020 and seek formal approval electronically.</i></b></p>	<b>Feb – DP Finance &amp; Resources / Clerk</b>
<b>267</b>	<b>Governance Report – January 2020</b>	

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	<p>The Clerk to the Corporation presented the Governance Report which would now be standing agenda item going forward.</p> <p><b>Corporation Board Membership &amp; Committee Membership</b></p> <p>The report provided the Board with an update on the current vacancies on the Board and the fact that four current external governors were due to reach the end of their first term of office in May 2020. It was noted that the Chair of Corporation would make direct contact with the individual governors to discuss the potential for reappointment which would include a review of their contribution to the Board. The Search Governance &amp; Remuneration Committee would conduct their formal review and make any recommendations at the May 2020 Board meeting.</p> <p>It was noted that the advertisement seeking candidates with an accountancy background had gone live in December 2019 and had attracted interest from two potential candidates there were none forthcoming with financial expertise. The Clerk to the Corporation sought approval from the Board to proceed with engaging a recruit a specialist FE recruitment agency to conduct a search and recruitment exercise to find suitable candidates with the financial expertise required by the Board.</p> <p><b>Agreed</b></p> <p><i><b>The Board agreed that the Clerk to the Corporation seek quotes from three reputable FE recruitment agencies and report back to the Search Governance &amp; Remuneration Committee.</b></i></p> <p><b>Board Development/Strategy Days</b></p> <p>The Board were advised that two dates had now been set for the Board Development/Strategy days being 3<sup>rd</sup> March 2020 from 12noon and 9<sup>th</sup> June 2020 from 9.30am (all day).</p> <p>The Board discussed the draft programme for the 3<sup>rd</sup> March 2020 and it was agreed that the Deputy Principal/Curriculum would lead on the first half and the session would be focussed on Teaching &amp; Learning and presentations from two curriculum areas one where performance was outstanding and another requiring improvement. The second session would be focussed on governance covering the Governance Self-Assessment and a briefing on an identified governance development area.</p> <p><b>AoC Governance Summit – 31 March 2020</b></p> <p>The Following governors asked to attend the summit, Mrs Halpern-Matthews, Dr Longman, Mr Hatton, and Mr Martin.</p> <p><b>College Events</b></p> <p>The Board received details of upcoming College events and the Miskin Theatre Shows for 2019/2020.</p> <p><b>NKC Corporation Seal</b></p> <p>The Board received the schedule listing the use of the College Corporation Seal.</p>	

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	<b>Learner Voice Meeting</b> – Noted that Mr Martin and Mr Norman had attended the Learner Voice meeting on the 16 January 2020 and had found the proceedings very informative.	
<b>268</b>	<b>Confidential – Part 2 Business – Commercially Sensitive</b> <b>Project Red update</b>	
	<b>Project Red Steering Group Draft Minutes of the meeting held 8 January 2020 were received by the Board.</b>	
<b>269</b>	<b>Meeting evaluation</b>	
	The Clerk to the Corporation informed the Board that she had not been receiving any feedback in recent months and encouraged governors to do so.	
<b>270</b>	<b>Date and Time of the Next Meeting</b>	
	<p>The next meeting of the Corporation Board will be Thursday 26<sup>th</sup> March 2020 at the Gravesend Campus.</p> <p>The meeting closed at 20.25hrs.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p> <p>SIGNED _____ DATE _____</p>	