



## Corporation Board Meeting 8

### PART 1 MINUTES – FOR PUBLIC RECORD

**Board Minutes of meeting held on Thursday, 2 July 2020 at 17.30hrs  
Via ZOOM Video Conference**

#### **Present**

|               |  |
|---------------|--|
| Mr T Biring   | External Governor                        |
| Ms N Franks   | Staff Governor                           |
| Mr D Gleed    | Principal                                |
| Mr J Gurney   | External Governor                        |
| Mr P Hatton   | External Governor                        |
| Mr A Lewsley  | External Governor – Chair of Corporation |
| Dr R Longman  | External Governor                        |
| Mr K Norman   | External Governor                        |
| Mr S Matthews | External Governor                        |
| Mr D Martin   | External Governor                        |
| Mr P Manning  | 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>300</b>       | <b>Opening of Meeting and Apologies for Absence</b>   |                  |
|                  | <p>The Chair of Corporation opened the meeting at 17.30hrs.</p> <p>The Board were provided with the proposed protocols for the meeting which were accepted. It was noted that all governors accepted the reasons for the meeting being conducted via video conference.</p> <p><b>Apologies</b></p> <p>Apologies received from Mrs D Halpern-Matthews.</p> <p>It was noted for the record that the meeting was quorate</p> |                  |
| <b>301</b>       | <b>Declarations of Interest</b>   |                  |
|                  | Ms Franks – Staff Governor declared an interested in the Staff Bonus Award item within the Principal's report and reconfirmed her standing  |                  |

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|-----------|--|-----------|
|           | <p>Declaration of Interest as a Union Representative. Ms Franks also declared an interest regarding the Monthly Management Accounts and the update on the Nursery provision as she was a paying customer using the College nursery facility.</p> <p>There were no other additional declarations of interests recorded other than those already held on the register.</p> <p><b><i>The Board formally noted the interests declared by Ms Franks.</i></b></p>  |           |
| 302       | <p><b>Part 1 and Part 2 Minutes of the last Corporation Board Meeting held 21 May 2020</b></p>   |           |
|           | <p>The Corporation Board received the minutes of the 21 May 2020 and formally approved Part 1 and Part 2 minutes as previously circulated.</p> <p><b><i>Approved</i></b></p> <p><b><i>The Chair of Corporation to sign the master copies of the approved Part 1 Non-Confidential and Part 2 Confidential (Commercially sensitive) minutes of the meeting held 21 May 2020 when the Board next met face to face.</i></b></p>  |           |
| 303       | <p><b>Actions Register to May 2020</b></p>   |           |
|           | <p>The Board received the actions register up to 2 July 2020.</p> <p>Minute 292 – Estates Strategy and Sustainability Strategy</p> <p>The DP Finance &amp; Resources advised the Board that the College did not have a stand-alone Sustainability Strategy included within the original estates strategy but that the College did have a Sustainability Policy.</p> <p>The Chair requested that the original Estates Strategy be circulated to all Board members and that the SLT and Board needed to ensure that a whole College sustainability strategy formed part of the new College Strategic Plan come October 2020.</p> <p>Minute 297 – Additional Corporation Board meetings and Project Red Steering Group meetings – the Clerk confirmed that the additional meetings had now been included in the calendar and invites had been sent out to all concerned. The Board had also received under the Project Red update a Governance update on additional meetings and governance arrangements related to Project Red.</p> <p><b><i>The Board received and accepted the actions register as circulated.</i></b></p> | Clerk     |
| 304       | <p><b>Principal's Report – July 2020</b></p>   |           |
|           | <p>The Principal provided the Board with an overview of his report which covered the following items for information and Board consideration and approval.</p> <p>The Principal gave a verbal update on the latest Government briefing in respect of opening the College in full in September and advised that there would however need to be further work done prior to the College</p>   |           |

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|-----------|--|-----------|
|           | <p>reopening in September to ensure that all the DfE stipulated requirements were met.</p> <p><b>Part 1 – Non-Confidential</b></p> <ul style="list-style-type: none"> <li>• Overview of current situation – detailed within the report</li> <li>• T Levels 2022 (Engineering) – detailed within the report</li> <li>• Graham Harris – Dartford Borough Council – The Principal sadly reported on the recent passing of Graham Harris. Mr Harris had been the Managing Director (Chief Executive) of Dartford Borough Council for many years and had worked closely on several projects with the College, notably SusCon, over recent times.</li> <li>• MHCLG bid – The Board were informed that NKC had submitted a bid as outlined in the Principal's report and would be kept updated on the outcomes as and when they received further details.</li> <li>• Bellway – The Principal informed the Board that NKC and Bellway had been invited to do a presentation to Dartford Borough Council on the 1<sup>st</sup> July 2020. The Bellway presentation provided two options one with an increase in affordable housing and one with none. The feeling was that Bellway would now proceed with their re-application for planning and early indications appeared to be more positive. The Principal did however anticipate that the submission would be delayed to September due to the summer holidays.</li> </ul> <p><b>Part 2 – Confidential business</b></p> <p><b><i>Received</i></b></p> <p><b><i>The Board received the Principal's report for July 2020 and congratulated all staff for the outstanding outcomes.</i></b></p> |           |
| 305       | <b>Principals Report – Project Red update – Confidential Part 2 Business</b>   |           |
| 306       | <b>Deputy Principal/ Curriculum Report</b>   |           |
|           | <p>The Deputy Principal/Curriculum presented her report and went through the key points as follows:</p> <ol style="list-style-type: none"> <li>1. Attendance, Engagement &amp; Progression Whilst Working Remotely</li> <li>2. English &amp; Maths Results</li> </ol> <p>Overall GCSE % is predicted to be like last year so we hope there will be no major changes to our grades by the Awarding body.</p>  |           |

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|           | <p>FS English was slightly down on last year but not significantly. FS maths was considerably lower than 2019. NKC took part in the trial for the new reformed FS maths in Summer 2019 so had predicted that learners would find it more difficult and based on the College calculated grades, anticipated achievement rate would be 45% for Level 1 and 68% for Entry Level. Most of the calculated grades were based on mock exams and all staff have reported learners finding it more difficult than the old specification.</p> <p>3. Ofsted</p> <p>4. Learner Voice &amp; Student Conference</p> <p>5. NKC Award Events</p> <p>6. Covid-19 (Coronavirus) Updates and Meetings</p> <p>The Board were informed that as of Friday 29th June, the College had moved to one Update being sent out per week, and would keep this under review, feedback continued to be positive for having this platform to keeping all staff collectively connected. The Newsletter will now cease for the Summer and will resume in the new academic year.</p> <p>Noted that the Covid-19 Group still met every 1½-2 week (made up of the 12 members in the College [marketing, H&amp;S, HR, SLT) to make sure we are thinking ahead and planning for our usual calendar events but taking into consideration how things will continue to operate in the college so that it is 'business as usual' as much as is possible.</p> <p>The DP Curriculum added that she had met with Kent College Group representatives and from this had determined that five subgroups would be set up covering different curriculum areas and these groups would review and ensure that the support and procedures were effective and in place to support all learners.</p> <p>Mr Manning asked if the College had supported many 16 to 19-year-old through the bursary scheme for IT equipment. The DP Curriculum stated that non had been targeted via the bursary scheme but that through the College students and staff had been offered devices which had been collected and it was further noted that the request had been significant. Discussions are being held by the College management staff on the level of IT investment that would be required to support this. The DP Finance &amp; Resources added that there were no bursary funds available to support learners in the College and it was explained why this was the case.</p> <p>7. Awarding Bodies and Results – full details provided within the DP Curriculum Report.</p> <p>8. Working on Site</p> <p>9. NKC had a robust system for staff to log when they were requesting to work on site. The SLT lead will review the request and either approve it considering who else was on the campus at any given</p> |           |

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|           | <p>time or question the necessity of a request if they feel that the member does not need to attend for the purpose requested.</p> <p>10. Enrolment – covered in detail in the report.</p> <p><b><i>Collaborative Event – Monday 6<sup>th</sup> July 2020</i></b></p> <p>The Board were informed that a Collaborative Event would take place on Monday 6<sup>th</sup> July with Chichester College and South Thames College in which staff would be sharing their good practices and governors were invited to join the even via video conference.</p> <p>Clerk to circulate the invite to all Governors.</p> <p><b><i>Received</i></b></p> <p><b><i>The Board accepted the Deputy Principal/Curriculum's update.</i></b></p> |           |
| 307       | <b>QIP – Quality Improvement Plan update July 2020</b>  |           |
|           | <p>The Board received the updated QIP noting the areas that had been RAG rated red and the accepted the explanation for this as detailed in the update.</p> <p><b><i>Received</i></b></p> <p><b><i>The Board accepted the updated QIP report.</i></b></p>   |           |
|           | <b>FINANCE</b>  |           |
| 308       | <b>Monthly Management Accounts to May 2020</b>  |           |
|           | <p>The DP Finance &amp; Resources presented the Monthly Management Accounts to May 2020 stating that the updated forecast had been presented at the at the last Board meeting held in May 2020.</p> <p>Governors commented on the results which were positive and reflected good cost control particularly during the difficult period since March 2020.</p> <p><b><i>The Board accepted the latest set of Monthly Management Accounts noting the points raised within the report.</i></b></p>  |           |
| 309       | <b>Health &amp; Safety Action plan - update</b>   |           |
|           | <p>The DP Finance &amp; Resources presented the update on the Health &amp; Safety Action plan.</p> <p>Governors noted that all but two actions on the Three-Year Plan were now completed.</p> <p>A small number of low-risk actions from other audits remain to be completed but progress had been impacted by the effects of the COVID-19 Pandemic.</p> <p>The College will take account of the impact of the Plan when looking ahead, regarding Project Red.</p> <p>Training</p> <p>A drive by the Risk Manager during Lockdown had seen compliance with the Training Plans reach 95%. Pressure continues to be applied via the</p>   |           |

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|           | <p>Line Management chain, backed up by the automated compliance monitoring and reporting.</p> <p>Business Continuity</p> <p>The COVID-19 pandemic triggered the College's Business Continuity Plan, and the Principal established a COVID 19 Response Group. The Group established measures to ensure that the work of the College could continue as efficiently as possible, whilst being minded of the safety of students and staff and complying with Government requirements.</p> <p>The COVID-19 Response Group continues to meet fortnightly to keep arrangements under review.</p> <p>Health and Safety Committee</p> <p>The DP Finance &amp; Resources report that the Health and Safety Committee had met successfully, via video conferencing on 22 May, to review and consult on the College's C-19 Risk Assessment and requirements for staff. The Committee was supportive of the work of the COVID-19 Response Group and measures.</p> <p>External Reviews</p> <p>The Board were appraised of the external reviews that had taken place and the DP Finance &amp; Resources added that there had also been a Health &amp; Safety Internal Audit which given significant assurance.</p> <p>Mr Norman commented on the report and stated that the Health &amp; Safety project had been significant, and a great deal of work had been put in place and formally thanked the DP Finance &amp; Resources and the team for the progress that had been made in respect of health and safety at the College. It was a good building stone particularly going forward with Project Red and the significant amount of work that would need to be added to include Hadlow and WKAC.</p> <p>The DP Finance &amp; Resources added that Hadlow and WKAC were using the NKC system but there was a tremendous amount of work to be done to bring them up to the same level.</p> <p><b>Accepted</b></p> <p><b><i>The Board received the updated Health &amp; Safety Action Plan.</i></b></p> |           |
| 310       | <b>North Kent College Budget and Financial Forecast 2020/21</b>  |           |
|           | <p>The DP Finance &amp; Resources presented the proposed North Kent College Budget for 2020/21 and the Financial Forecast which set out the financial plan and underlying assumptions from the 2019/20 forecast to the new 2020/21 budget and forecast for 2021/22.</p> <p>Approval of the budget would form the basis of a new forecast model from the ESFA and required under the financial funding memorandum. Both will be returned by the College by 31 July 2020 under the ESFA's usual end of financial year deadline.</p>  |           |

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|           | <p>It was explained to the Board that the budget had to be a stand-alone budget and could not include Project Red as the transaction had not been finalised.</p> <p>The DP Finance &amp; Resources went through the executive summary highlighting the key points made within the report covering the following:</p> <ul style="list-style-type: none"> <li>• Funding Changes</li> <li>• Pay Changes</li> <li>• Planning Assumptions</li> <li>• Income and Expenditure Account</li> <li>• Pay Key Changes</li> <li>• Non-Pay Key Changes</li> <li>• Depreciation and Interest Charges</li> <li>• Loans</li> <li>• Cash Flow</li> <li>• Bank Covenants</li> </ul> <p><b>Income and Expenditure</b></p> <p>The DP Finance &amp; Resources went through the income and expenditure summary and explained the comparative table figures from the 2018/19 actuals and latest 2019/20 forecast. This included three College financial targets for performance and balance sheet strength, in addition to the sector financial health grades. The College was therefore expecting to exceed all three during the planning period laid out within the report.</p> <p>The DP Finance &amp; Resources emphasised that the figures would however fluctuate and change with Project Red.</p> <p>The Board received a detailed explanation of the Profit Bridge within the budget which provided details of where funding had either increased or decreased.</p> <p>Governors asked about apprenticeships and the announcement by the Prime Minister that there would be a guarantee for apprenticeships and asked if this would have an impact on the apprenticeship's income. The DP Finance &amp; Resources stated that there was the potential that it would but that this was only a subsidy and therefore they would need to wait for further detail.</p> <p>Governors further queried the fact that the budget had been prepared with only NKC campuses and did not include Hadlow and WKAC and asked when the Board could expect an updated budget. The DP Finance &amp; Resources stated that the financial bid as submitted to the PMO and considered and agreed by the Board in respect of Project Red would be the budget however it was further explained that it would take some time to fully integrate an NKC model. He explained that the work needed to integrate and pull together a budget and balance sheets to include Hadlow and WKAC would take some time.</p> <p>Governors asked for a sense of what they would see going forward and whether it would be clear whether they would be able to identify where financial positions had deteriorated and whether this would be reported in</p> |           |

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|            | <p>3 different reports. The DP Finance &amp; Resources was clear that the accounts would need to be fully integrated but that they would be able to highlight key issues relevant to Hadlow and WKAC.</p> <p><b>Formally approved.</b></p> <p><b>The Board formally approved the NKC Budget for 2020/21 and the Financial Forecasts to 2022 as presented.</b></p>   |           |
|            | <b>COMMITTEE REPORTS</b>  |           |
| <b>310</b> | <b>Audit Committee Minutes of the meeting held 11 June 2020</b>   |           |
|            | <p>The Chair of the Audit Committee presented the minutes of the Audit Committee meeting held on the 11<sup>th</sup> June 2020 and brought the following key issues to the Boards attention:</p> <p>Internal Audit Reports</p> <ul style="list-style-type: none"> <li>• Risk Management &amp; Governance</li> <li>• Data Management &amp; Cyber Security</li> <li>• Follow up report.</li> </ul> <p>FSA Strategic Audit Plan for Year ended 31 July 2020.</p> <p>The Chair highlighted the key issues within the FSA Strategic Plan as discussed and considered at the Audit Committee and highlight by Buzzacott on Page 7 of the document the matter regarding additional work that they would need to undertake in respect of Covid-19 and Going Concern. The Board accepted that there would be additional costs in respect of the fees based on the work that would need to be undertaken.</p> <p>The Chair of the Audit Committee advised the Board that only two internal audits had not been completed due to Covid-19 and explained that he was comfortable that IAS Scrutton Bland would still be able to provide the assurance required.</p> <p><b><i>The Board received the following reports for information:</i></b><br/> <b><i>Risk Management &amp; Governance Internal Audit Report</i></b><br/> <b><i>Data Management &amp; Cyber Security Internal Audit Report</i></b><br/> <b><i>Follow up Report.</i></b><br/> <b><i>Risk Register update</i></b><br/> <b><i>Formally approved.</i></b></p> <p><b><i>The Board formally approved the FSA Buzzacott Strategic Audit Plan for Year Ended 31<sup>st</sup> July 2020.</i></b></p> |           |
| <b>311</b> | <p><b>Search Governance &amp; Remuneration Committee Minutes of the meeting held 11<sup>th</sup> June 2020.</b></p> <p><b>Part 1 – non confidential</b></p> <p><b>Part 2 – Confidential not for Public record/Staff/Students</b></p>  |           |
|            | <p>The Chair of Search, Governance &amp; Remuneration Committee presented the minutes in which the committee had discussed at length various aspects of governance including:</p>   |           |



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|           | <p>Corporation Board</p> <ul style="list-style-type: none"> <li>a. Board membership</li> <li>b. Recruitment update</li> <li>c. Student Governor/Learner Voice</li> </ul> <p>Corporation Board Structure (Project Red)</p> <ul style="list-style-type: none"> <li>a. Committee Structure</li> <li>b. Link Governor Scheme</li> </ul> <p>Corporation Board Meeting Schedule 2020/21</p> <p>Confidential</p> <ul style="list-style-type: none"> <li>a. Deputy Principal Curriculum Appraisal report</li> <li>b. Deputy Principal Finance &amp; Resources Appraisal Report</li> </ul> <p><b>Corporation Board Structure</b></p> <p>The Board were advised as detailed in the minutes that the committee had discussed the potential around setting up two additional committees being a Standards Committee and a Finance Committee specifically with Project Red in mind. Board members were asked to consider the proposal and submit their availability and views to Mr Martin via email to establish whether there was the appetite and availability of members to make up the new committees. It was pointed out that for the committees to work effectively governors would need to commit to additional time and that each committee would need to have at least five members.</p> <p><b>Link Governor Scheme</b></p> <p>The Committee had considered a draft Link Governor Scheme paper which would enable the Board to have develop a closer link and focus on certain aspects of the college, but it was explained that with the additional work relating to Project Red that this would not commence until 2021.</p> <p><b>Governor Recruitment</b></p> <p>The matter of governor recruitment had been discussed at length at the committee and the view was that with Project Red it would be sensible to recruit new governors with expertise in agriculture and the local area.</p> <p>It was noted that there was currently one external governor vacancy on the Board and that the Board may wish to consider increasing the number of external board members going forward.</p> <p>Governors considered the way forward and the potential to market the vacancies in a positive manner as NKC would now become a much larger group with Hadlow and WKAC.</p> <p><b>Corporation Board Meeting Schedule 2020/21</b></p> | <p>All Governors</p> |

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|           | <p>The Board received the proposed meeting schedule for 2020/21 and noted that provisional venues for Board meetings had been included to cover Hadlow and WKAC and upon successful transaction these would be finalised.</p> <p>Governors had been asked to complete a short survey on the preferred day and timing of future meetings. The Clerk provided a verbal update on the feedback received as follows:</p> <ol style="list-style-type: none"> <li>1. <i>Board Meetings commencing at 5.30pm – majority agreed this was convenient.</i></li> <li>2. <i>Board Meetings commencing at 9.30am – 5/6 governors agreed that this would be convenient and 3 did not.</i></li> <li>3. <i>Board meetings commencing at 3.00pm – 6/7 governors agreed that this would be convenient 2 did not.</i></li> <li>4. <i>Day of the week for meetings – preference was for a Tuesday or a Thursday.</i></li> </ol> <p>Governors asked that the Board meeting scheduled for 8 October 2020 be rescheduled as this now coincided with the re-scheduled AoC Governance Conference.</p> <p><b>Action</b><br/> <b>Clerk – Reschedule Board meeting currently planned for 8<sup>th</sup> October 2020 to an alternative date due to AoC Conference.</b></p> <p><b>Clerk/Principal – Plan a governor visit to Hadlow and WKAC for all Board members to visit the site subject to successful transaction.</b></p> <p><b>Approved</b><br/> <b>The Board formally approved the proposed schedule of dates for Board and Committee meetings for 2020/21 subject to the requested amendments.</b></p> <p><b>SPH Appraisals</b></p> <p><b>The Board received the Part 2 Confidential minutes in relation to the SPH Performance Appraisals.</b></p> | <p>Clerk/Governors</p> <p>Clerk/Principal</p> |
| 312       | <p><b>Any other business</b></p> <ol style="list-style-type: none"> <li>1. <b>SPH Confidential Item of Business</b></li> </ol> <p><b>The Chair thanked all the staff presented and wished them a relaxing summer break.</b></p>   |   |

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| <b>313</b>       | <b>Meeting evaluation</b>  |                  |
|                  | The Clerk to the Corporation to email the meeting evaluation forms to all governors to complete and submit.  | <b>Governors</b> |
| <b>19.38hrs</b>  | <b>Principal, DP Finance &amp; Resources, DP Curriculum and Ms Franks excused from the meeting.</b>  |                  |
| <b>314</b>       | <b>Confidential – SPH matter – Part 3 Confidential not for public record/SLT/Staff or Student</b>  |                  |
| <b>315</b>       | <b>Date and Time of the Next Meeting</b>   |                  |
|                  | <p>The next meeting of the Corporation Board will be Thursday 30th July 2020.</p> <p>The meeting closed at 19.51hrs.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p> <p>SIGNED _____ DATE _____</p> |                  |