



## **Corporation Board Meeting 1**

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

**Board Minutes of meeting held on Thursday, 10<sup>th</sup> October 2019 at 5.30pm  
Dartford Campus**

#### **Present**

Mr T Cardy	Staff Governor
Ms N Franks	Staff Governor
Mr D Gleed	Principal
Mr J Gurney	External Governor
Ms A Glover	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

#### **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>196</b>	<b>Opening of Meeting and Apologies for Absence</b>	
	The Chair of Corporation opened the meeting at 5.30pm.  <b>Apologies</b>  Apologies received from Mrs Halpern-Matthews, Mr Hatton and Mr Biring. It was noted for the record that the meeting was quorate.	
<b>197</b>	<b>Declarations of Interest</b>	
	Board members were reminded to return their completed Declarations of Interest and Annual Declaration of Eligibility forms to the Clerk to the Corporation at their earliest convenience.  The Principal advised the Board that all staff in attendance at the Board meeting had a vested interest in respect of the recommendation on Staff Pay Award within agenda item 1.4 and this was noted for the record.	

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	There were no additional declarations of interests recorded other than those already held on the register.	
198	<b>Part 1 and Part 2 Minutes of the last Corporation Board Meeting held 27<sup>th</sup> June 2019</b>	
	<p>The Corporation Board received the minutes of the 27 June 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 27<sup>th</sup> June 2019.</i></b></p> <p><b><i>Mr Martin informed the Board that he had attended the HE Awards Ceremony on the 1<sup>st</sup> July 2019 and commended the College on a great event which had been well supported.</i></b></p>	
199	<b>Actions Register to October 2019</b>	
	<p>The Board received and noted the actions register.</p> <p><b>Received</b></p> <p><b><i>The Board received the update on the actions register as at June 2019.</i></b></p> <p>The Chair of Corporation thanked Board members for their contribution via email in advance of the meeting in respect of the agenda pack that had been circulated. It was proposed that the content and context of the challenge and questioning submitted through this forum be incorporated into the minutes as a supplementary record as this then provided a clear audit trail of the communications that had taken place outside of Board and committee meetings. It was clarified that no formal decisions unless previously delegated by the Board would be made through this forum but provided opportunity for members to clarify issues in respect of the papers that they had received. The Board formally agreed that this would be acceptable.</p> <p><b><i>Action – Clerk to the Corporation to collate and compile an addendum to the minutes in respect of any electronic communications in relation to the Board papers going forward.</i></b></p> <p><b>Governance Self-Assessment Questionnaire</b></p> <p>Governors commented on the governance self-assessment questionnaire which had been circulated electronically by the Clerk to the Corporation and the reference to communication links between the Board and SLT and how this was accomplished. They were therefore comfortable that the openness and transparency of the communications through this forum was valuable.</p>	Clerk

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200	<b>Principal's Report – October 2019</b>	
	<p>The Principal presented his report for October 2019 made of Part 1 and Part 2 being confidential.</p> <p>Part 1 External update covered:</p> <ul style="list-style-type: none"> <li>• Government Policy ref Further Education</li> <li>• Funding</li> <li>• Curriculum Reform</li> <li>• NLFE Activity</li> </ul> <p>NLFE Activity – Governors questioned the Principal on the additional 50 days work that the DfE had offered and whether this would have a direct impact on the level of time the Principal would spend out of the College. The Principal clarified that there was no requirement that he would have to do any additional days over and above the pre-determined 10 days a year and added that he was currently working with a London based college in aiding their Principal. The Principal added that the Principal from the London college had sought permission to attend the Board's December meeting as an observer to see how the Board operated in practice and to have an hours meeting with the Clerk to the Corporation to discuss the governance arrangements at North Kent College. The Chair of Corporation had approved the request and the Board were in support.</p> <p>Part 2 Internal update covered:</p> <ul style="list-style-type: none"> <li>• Success rates 2018/19</li> <li>• Enrolment Overview for 2019/20</li> <li>• Project Red update</li> <li>• Staff Bonus Arrangements 2019</li> <li>• KPI Update</li> </ul> <p><b>Success Rates 2018/19 – Confidential</b></p> <p>The Principal presented the success rates for 2018/19 which included the outcomes as follows:</p> <p>It was added that under the new Education Inspection Framework that success rates would be looked upon favourably but that they would have a deeper focus on the 'here and now' and not retrospective data.</p> <p>The Board discussed at length the different aspects of teaching, learning and assessment and progression which all had an impact on the continued improvements being achieved.</p> <p>Mr Norman asked how the Boards appreciation and recognition of the success achieved would be conveyed to the staff. The Principal explained that the success rates were shared by the Principal and the</p>	

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	<p>Deputy Principal – Curriculum with each respective curriculum department and acknowledged by the Principal in his Christmas letter to all staff in joint names of the Principal and the Chair and on behalf of the Board formally acknowledging and thanking the staff for the continued hard work in striving for the great improvements over the past academic period.</p> <p><b>Action – Chair of Corporation</b>  <b><i>Draft a letter to circulated to the Chair for approval.</i></b></p> <p><b>Enrolment overview for 2019/20</b></p> <p>The Principal went on to present the update on enrolments for 2019/20 and advised the Board that a comprehensive report would be presented at the December 2019 meeting. The information provided in the report was the headline data available for the current period.</p> <p>16 to 18 Full time students  Adult Learners  Apprentices  Higher Education and Level 4 programmes</p> <p><b>Project Red update</b></p> <p>The Principal referred to the update provided in his report and advised that since writing the paper he had been informed that the first draft report on the financial due diligence should now be expected early November as confirmed by KPMG on the 10<sup>th</sup> October 2019.</p> <p>The Board were also informed that KPMG were also suggesting that their costs would increase above their quoted figure. The Principal with the support of the Board would challenge the matter and the Chair of Corporation be apprised of the outcomes.</p> <p><b>Staff Bonus arrangements December 2019 - Confidential</b>  <b><i>Final KPI Report for 2018/19 and proposed KPI's for 2019/20</i></b></p> <p>Vocational attendance - The Board questioned why the proposed target had been reduced from 90% to 89%. It was explained that the 90% target was extremely challenging, and the consensus was that the 89% target was still a challenge to achieve. Governors however further challenged the attendance KPI's and requested that they should be increase to 90%. The Deputy Principal Curriculum proposed that it may be useful to separate the Maths and English attendance outcomes and that those exempt be separated.</p> <p>Teaching &amp; Learning – Governors questioned whether there should be an additional KPI for lesson observations to demonstrate the level of teaching at outstanding and those at lower grades. It was agreed that an aggregate figure across the College would be included.</p>	

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	<p><b>Action – Principal to include an additional target on lesson observations for 2019/20</b></p> <p>Governor attendance</p> <p>It was agreed that the overall attendance target for the Board and its committee be retained at 90%.</p> <p><b>Approved</b></p> <p><b>The Board formally approved the proposed KPI's for 2019/20 subject the above requested amendments and additions being incorporated.</b></p>	DP Curriculum
176	<b>Deputy Principal Curriculum – Curriculum Report</b>	
	<p>The Deputy Principal/Curriculum presented her report which covered the following:</p> <ul style="list-style-type: none"> <li>• Curriculum Planning</li> <li>• CPD Training</li> <li>• Teaching &amp; Learning Forums</li> <li>• Advanced Middle Leadership Programme</li> <li>• NKC Awards Events – It was noted that Mr Martin and Mrs Halpern-Matthews attended the Higher Education Graduation Awards on the 1<sup>st</sup> July 2019.</li> <li>• Curriculum Area Reviews</li> <li>• English &amp; Maths</li> </ul> <p><b>Received</b></p> <p><b>The Board received the Curriculum Report.</b></p>	
201	<b>Quality Improvement Plan – October 019 update</b>	
	<p>The QIP update report was presented to the Board by the Deputy Principal Curriculum.</p> <p>Mr Martin stated that it would be useful particularly in the quality reports to the Board that the same language was adopted as that used within the Education Inspection Framework. The same terminology references such as the use of, 'intent' - 'impact' and 'implement' were used in order to demonstrate that the College had a solid grasp on the matter</p> <p><b>Accepted</b></p> <p><b>The Board accepted the QIP update.</b></p>	DP Curriculum
202	<b>Teaching, Learning and Lesson Observation Process</b>	
	<p>The Deputy Principal Curriculum thanked the Chair for his comments on the Teaching, Learning &amp; Observation review paper which had been compiled to reflect on the processes during 2018/19.</p>	

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	<p>The summary provided the Board with a clear understanding of the process that had taken place during 2018/19 and subsequently led to the proposed Teaching, Learning and Lesson Observation Policy being recommended for approval by the Board.</p> <p>During 2018/19 the Assistant Principal (AP) Forum team decided jointly to use the year for experimentation with different lesson observation models. It was clear that each Department (four in total) had a different observation profile, culture and personalities of staff, and it was felt that knowing all the quantitative and qualitative data could be best applied to a more personalised model of observation with the intent on improving the quality of the teaching and learning in the departments. It was evident that some models were more easily applied than others, there were strengths from each model and similarly areas to improve. However, regardless of the model, the college remained by the end of the year, following the usual routes for support, at its high level of good or better teaching at 98%. On the back of this unique year trialling the different approaches, it was unanimously decided to go back to a centralised approach, although using the knowledge gleaned from last year, to devise a new model for observations considering the lessons learnt..</p> <p>Staff have had training every year in some form in respect of the importance of E&amp;M not just for discrete lessons, or for exempt learners by way of a project, but also that opportunities are highlighted and promoted within vocational lessons. After the first half-term, the College are introducing a half-termly theme for both English and maths across the college. For example, they might highlight homophones and percentages, so that all subject areas are identifying those across the college; this then can also be referenced more specifically in feedback after an observation. Staff will use the intelligence gathered from initial assessments from across the college as to what were the most appropriate themes to be identified.</p> <p>The Deputy Principal Curriculum agreed to make some amendments to the Policy on the back of this, including reference to the expectation that English and maths should be featured within lesson content where appropriate.</p> <p>Mr Martin suggested that the Deputy Principal Curriculum use the EIF terminology in the policy document and would support and make it clear that the College were attempting to address the Ofsted requirements.</p> <p><b><i>Action and delegation for approval by email</i></b></p> <p><b><i>It was therefore agreed that the Deputy Principal Curriculum would review the policy (use track changes) and make the proposed amendments which would then be circulated electronically to Board members for ratification.</i></b></p>	<p>DP Curriculum/ Board</p>
203	HE Report 2018/2019	

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	<p>The Deputy Principal Curriculum presented the Higher Education Report for 2018/19 which provided the Board with an update on the Higher Education sector and a detailed report on the HE provision at the College.</p> <p>The Board went through the detail of the report and noted that HE numbers were continuing to decline. The reasons for the decline were provided in the report explaining that there were several reasons including more opportunities to alternative entries into traditionally exclusively degree only professions with the introduction of Advanced Apprenticeships which had made entry into nursing and teaching more accessible.</p> <p>The report provided detailed information on the following:</p> <ul style="list-style-type: none"> <li>Student Recruitment</li> <li>Changes to HE Provision</li> <li>Higher Education Graduation Ceremony</li> <li>Prevent</li> <li>Student Involvement</li> <li>Fair Admissions</li> <li>Annual Assurance Statement</li> <li>Quality Assurance – Annual Provider Report</li> </ul> <p><b><i>Approved</i></b></p> <p><b><i>The Board formally accepted and approved the HE Report for 2018/19.</i></b></p>	
204	<p><b>Finance Report</b></p> <p><b>Final Monthly Management Accounts – July 2019</b></p>	
	<p>The DP Finance &amp; Resources presented the Final Monthly Management Accounts up to 31<sup>st</sup> July 2019.</p> <p>It was reported that the College were expecting to report an operating surplus of £145k which was slightly better than the budget and April re-forecast figures of £120k (this was subject to the external audit).</p> <p>The summary report provided details on the Income, Pay, Non-Pay, Statutory Accounts and Covenants which included the one-off pension costs and covenants the balance sheet and current status.</p> <p>Dr Longman referred to the KPI paper and the percentage of debt as a percentage of income and it was explained that this related to the long-term debt with Lloyds.</p> <p><b><i>Received</i></b></p>	

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	<b><i>The Board received the Final Monthly Management Accounts to July 2019.</i></b>	
205	<b>Estates Strategy - update – Part 2 Confidential – Commercially Sensitive</b>	
	<p>The Deputy Principal, Finance &amp; Resources presented the update on the Estates Strategy which gave the Board a report on the current position and the potential new plans being proposed in order to find an agreeable residential solution which would hopefully realise the funds in order to progress with the new College development.</p> <p><b><i>Received</i></b></p> <p><b><i>The Board received the update and it was noted that there was the potential to call a meeting of the Estates Working Group prior to the December 2019 Board meeting.</i></b></p>	
206	<b>SusCon Lease Variation – Part 2 Confidential – Commercially sensitive</b>	
207	<b>New Company Purpose</b>	
	<p>The Board formally considered the recommendation as set out in the New Company purpose report which proposed approval for initial use as a vehicle to transfer in-house, outsourced, employees under current or future service contracts that would have private sector pension plans under statutory rules.</p> <p><b><i>Formally approved</i></b></p> <p><b><i>The Board formally approved the use of NKC Business Services Limited for the future employment of services staff and the People's Pension being the private pension offered.</i></b></p>	
208	<b>Termly Safeguarding Report Autumn 2019 and Annual Review of the College Safeguarding Policies</b>	
	<p>The Deputy Principal, Curriculum opened the discussions on the above items by thanking Mr Hatton and the Chair for their comments on the documents (see addendum).</p> <p><b>a) Termly Safeguarding Report</b></p> <p><b>The Board received the termly safeguarding report and it was agreed that the data for HE apprentices would be included in future reports.</b></p> <p><b>b) Safeguarding Children and Adults at Risk Policy</b></p> <p><b>Approved</b></p> <p><b>The Board formally approved the revised Safeguarding Children and Adults at Risk Policy</b></p>	



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	<b>c) Safeguarding Review Tool - received</b>	
<b>209</b>	<b>Compliments and Complaints Report for 2018/19</b>	
	<i><b>Received</b></i> <i><b>The Board received the annual Compliments and Complaints Report for 2018/19.</b></i>	
<b>210</b>	<b>Any other Business</b>	
	<ul style="list-style-type: none"> <li>a. Extra Ordinary Corporation Board Meeting – Project Red scheduled to take place on Thursday 14 November 2019 at 5.00pm subject to the due diligence reports being available early November – to be confirmed</li> <li>b. Audit Committee Meeting scheduled for 14 November 2019 will be moved from the normal 5.30pm start to 7.00pm.</li> <li>c. Barnet &amp; Southgate Principal to attend the December 2019 Board meeting as an observer.</li> <li>d. 11<sup>th</sup> November 2019 the College would be holding a Remembrance Service at both Dartford and Gravesend Campus and Governors were cordially invited to attend the event commencing at 10.30am. The services would be led by the Public Services students.</li> <li>e. Reminder – Governors to submit their Declarations of Interest and Declaration of Eligibility to the Clerk to the Corporation.</li> <li>f. Governance Self-Assessment Exercise had been circulated electronically and all members encouraged to complete the questionnaire by early December 2019.</li> <li>g. Governor Portfolio – Governors were asked to review the current pen portraits on the college website and submit any amendment to the Clerk to the Corporation.</li> <li>h. Training – The Clerk to the Corporation requested that governors complete their mandatory training.</li> <li>i. Mr Cardy – Staff Governor was formally thanked for his time and contribution to the North Kent College Board and congratulated on his new employment. Mr Cardy to formally stand down as a Staff Governor in November 2019.</li> </ul>	
<b>211</b>	<b>Meeting evaluation</b>	
	Comments to be submitted to the Clerk to the Corporation.	
<b>212</b>	<b>Date and Time of the Next Meeting</b>	
	<p>The next meeting of the Corporation Board will be Thursday 14 November 2019 at Dartford campus (TBC) and then Thursday 5<sup>th</sup> December 2019 at 5.30pm – Gravesend Campus.</p> <p>The meeting closed at 19.55hrs.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p>	

