



Corporation Board Meeting 5

PART 1 MINUTES – NON-CONFIDENTIAL PUBLIC RECORD

**Board Minutes of meeting held on 25 March 2021 at 17.30hrs
Via ZOOM Video Conference**

Present

Ms M Chandler	External Governor
Mr C Byrnes	Student Governor
Ms N Franks	Staff Governor
Mr D Gleed	Chief Executive
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
Miss L Nicholls	Student Governor
Mr K Norman	External Governor
Mr S Matthews	External Governor
Mr D Martin	External Governor
Mr C Manley	Staff Governor – Observer
Mr N Smith	Staff Governor

In Attendance

Mr L Jenkins	Deputy Chief Executive
Ms R Hughes	Deputy Executive Principal -Teaching, Learning & Improvement
Mr M Andrews	Deputy Executive Principal - Strategy and Development
Mrs Y Hughes	Clerk to the Corporation

Minute no	Agenda Item	Action By
439	Opening of Meeting and Apologies for Absence	
	<p>The Vice 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>Apologies</p> <p>Apologies received from the Chair of Corporation, Mr Alex Lewsley and Mr Teja Biring.</p>	

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	<p>It was noted for the record that the meeting was quorate.</p> <p>The Vice Chair of Corporation reminded all Board members and those in attendance about the protocols for retaining documentation and discussions at the meeting as confidential.</p>	
440	Declarations of Interest	
	<p>There were no other additional declarations of interests recorded other than those already held on the register.</p> <p>.</p>	
441	Corporation Board Minutes	
	<p>The Corporation Board formally approved the Public and Confidential Board minutes of the meetings held as follows:</p> <p>Part 1, Part 2, and Part 3 Confidential Minutes of the last Corporation Board Meeting held 21 January 2021.</p> <p>Part 2 Confidential minutes of the Governor Strategy Day meeting held on the 25 February 2021.</p> <p><i>Formally approved.</i></p> <p><i>The Board formally approved the Corporation Board minutes as listed above. Chair of Corporation to sign off the hard copies of the minutes.</i></p>	
442	Board and Committee - Actions Register to March 2021	
	<p>The Board received the updated outstanding actions register up to March 2021.</p> <p><i>The Board received and accepted the actions register as circulated.</i></p>	
443	Chief Executive Report – March 2021	
	<p>The Chief Executive presented his report which covered the following key headlines and explained that unfortunately the apprenticeships update had not been included in the report as the information was not yet available and would therefore be reported to the Board at the next meeting in May 2021.</p> <p>PART 1 - EXTERNAL (non-confidential)</p> <ul style="list-style-type: none"> • Government Directives • Return to College • TAGs • Funding Initiatives <p>Governors commented on the Adult Skills and acknowledged the challenges around AEB and asked whether there was something that could be done to generate funding that could be used to assist with this. The Chief Executive stated there were some pockets of funding through SELEP but elaborated on the challenges around the 'red tape' in</p>	

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	<p>securing this funding. The Deputy Executive Principal - Strategy and Development added that he was engaged with a plan as part of the Construction Leaders Board and the issues around delivering short 6–12-week programmes and how private training providers were better positioned to deliver these programmes. The Vice Chair of Corporation asked about a ‘Company’ who were due to commence work in the summer and whether they would be re-employing apprentices. The Deputy Executive Principal - Strategy and Development stated that they would do but had thus far only re-engaged one apprentice but expected them to start recruiting in January 2022. The Chief Executive further explained that the company’s withdrawal of 9 apprenticeships had affected the College success rates and ultimately the College now had to explain to the ESFA why they had not achieved the expected success rates.</p> <ul style="list-style-type: none"> • DFE Impending Announcements • Level 3 + and T Levels • Level 2 – • FE Commissioner • KFE Initiatives <p>Governors referred to the survey of local MPs that had been commissioned and asked whether this had incurred an expense. The Chief Executive explained that it was a nominal cost that the College had contributed to and would be funded through the KFE funds.</p> <ul style="list-style-type: none"> • Work with KCC • MP Survey • Sussex and Essex Colleges <p>PART 2 - INTERNAL (confidential) – Part 2 Minutes</p> <p><i>Received – the Board received the Chief Executive’s Report to 25 March 2021.</i></p>	
17.43hrs	Mr N Smith – Staff Governor joined the meeting	
444	<p>Deputy Executive Principal Report - Teaching, Learning & Assessment Update</p> <p>Including - Learner Voice Survey (Covering T,L&A)</p>	
	<p>The Deputy Executive Principal, Teaching, Learning, and Improvement presented her report which covered the following key headlines:</p> <ul style="list-style-type: none"> • Lockdown Return • Covid19 Updates • 16-19 Tuition Fund • Teaching & Learning Summaries • Observation Activity September 2020 – March 2021 • Learning Walks • Areas for ongoing development • Progression • Learner Surveys 	

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	<ul style="list-style-type: none"> College Principal Updates <p>The Deputy Executive Principal, Teaching, Learning, and Improvement went through Appendix 1 which provided the governors with a detailed update on West Kent and Hadlow Colleges Teaching and Learning Report 2020- 2021 and Appendix 2 – Dartford & Gravesend College Teaching and Learning Report 2020-2021.</p> <p>Mr Martin commented on the report which he had found very useful but that the very positive point was that the pattern of observations that had continued during the Covid19 pandemic continued to reflect good progress and that the good practices were continuing. He added that it would be interesting to see how the College would continue with blended learning and how much online learning would be retained.</p> <p>Mr Matthews asked the Deputy Executive Principal, Teaching, Learning and Improvement what her sense was of the staff and student's digital skills. She stated that staff have had to adapt and have therefore immersed themselves in training to ensure that any type of lesson could be delivered online. Staff have been very committed to ensuring that they developed their skills to ensure that they could meet the needs of the learners. She further elaborated on expertise on some staff in digital delivery which had been well received at an opportune time.</p> <p>Governors referred to the WKAC Principal's update and the concern raised around branding. The Chief Executive provided the Board with an explanation for the points raised stating that change was always difficult and not universally popular and with the historical issues around change at both WKAC and Hadlow it would probably take time to gain the buy in of all staff, which was accepted by the Board. Mr Smith – Staff Governor stated that he was at WKAC and was embracing the name change but explained that there was some confusion at West Kent (eg about North Kent College letterheads) which in his view could be rectified through careful marketing. The Chief Executive welcomed the views expressed which was encouraging and added that there would be an extensive marketing campaign and that this would also be aimed at resolving any confusion amongst both staff, students, and further applicants.</p> <p>Accepted <i>The Board accepted the Teaching, Learning & Assessment Update Including - Learner Voice Survey (Covering T,L&A)</i></p>	<p>Rhiannon Hughes</p>
445	<p>Attendance, Attrition and Retention Report – March 2021</p>	
	<p>The Deputy Executive Principal, Teaching, Learning, and Improvement presented her report which provided an explanation of the definitions for Attendance, Attrition and Retention.</p> <p>Attendance (the level of students turning up for their timetabled lessons); Attrition – the number of learners no longer on programme pre-42 days and In-year Retention – the number of learners remaining currently on programme against the enrolled figure, post 42-day point.</p>	

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	<p>The Deputy Executive Principal, Teaching, Learning, and Improvement explained that this was the first report, and had been split by College campus, as well as looking at a more granular analysis of Departments and their Curriculum Areas.</p> <p>It was noted that the logging of attendance had to be adjusted to report more accurately when learners were in College learning or at home, working remotely on their lessons, whether lessons were in real-time or recorded and viewed later by a learner.</p> <p>During this Lockdown, many lessons have been in their timetabled slots and delivered live by a teacher to their learners in real time, albeit online.</p> <p>Mr Hatton referred to the attrition rate in an area at WKAC when the actual retention was very good. It was agreed that further explanation be provided for this area.</p> <p>Action – Rhiannon Hughes</p> <p>Mr Smith referred to the attendance data and asked whether Covid19 had impacted on attendance because of online learning. The Deputy Executive Principal, Teaching, Learning, and Improvement stated that there were areas in NKC which were RAG rated green but there were some areas at Hadlow and WKAC where the attendance had not been as good. However, this was not comparable to other data as NKC did not have this available; but for the following year they would have some benchmarking data to monitor attendance far more closely.</p> <p>It was agreed that it would be good to implement the good practices from NKC on attendance at Hadlow and WKAC to ensure that the attendance rates there were improved.</p> <p>Mr Martin stated that the report was very informative, and that the data was useful as it focussed governor's attention on future planning particularly in respect of A levels. A level provision which was spread over different co-hort areas to have the attendance and attrition data for A levels from the different programme areas to be highlighted. This would give the governors a clearer understanding of why students had chosen a certain programme area and why there was an increased attrition rate. The Deputy Executive Principal, Teaching, Learning, and Improvement explained that this was already an area to be reviewed and considered as part of the curriculum planning meetings.</p> <p>Accepted The Board accepted the report on Attendance, Attrition and Retention to March 2021.</p> <ul style="list-style-type: none"> Post meeting note – The Deputy Executive Principal, Teaching, Learning & Improvement circulated an email to provide clarification on the attrition data at WKAC. 	
445	Finance & Resources Report – March 2021- Confidential Part 2	

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	<p>Monthly Management Accounts to March 2021 Confidential Part 2 Business – Commercially sensitive</p> <p><i>Accepted</i> <i>The Board accepted the Monthly Management Accounts to March 2021 noting that they had received the Financial Forecast at the February 2021 Governor Strategy Day. Governors thanked the Deputy Chief Executive for the executive summary within the report which was very useful.</i></p>	
446	Shuttle Bus Tender – Confidential Part 2 – Commercially Sensitive	
447	<p>Tuition Fee Policy & Tuition Fee Compensation and Refund Policy</p>	
	<p>The Deputy Chief Executive presented the two policies which had been updated and the amendments reflected within the track changes as circulated.</p> <p>It was noted the Fees and linked Refund and Compensation Policies were reviewed annually by the College and published as part of the enrolment process for new students each year. This year, both have the added prefix “Tuition” to show that they did not refer to Residential Fees (at Hadlow College) for which separate procedures were covered within the Residential Policy.</p> <p><i>The Deputy Chief Executive went through the key changes in each document which was accepted by the Board.</i></p> <p><i>Approved</i> <i>The Board formally approved the following policies as per the recommendation:</i></p> <p><i>Tuition Fee Policy</i> <i>Tuition Fee Compensation & Refund Policy</i></p>	
448	Three-Year Health and Safety Management Plan – March 2021 Update	
	<p>The Deputy Chief Executive presented the Health & Safety update explaining that some progress had been made against the small number of actions on the existing action plans. However, further progress had been impacted by the effects of the COVID-19 Pandemic.</p> <p>A review of works undertaken by the Education Administrator’s contractor had become necessary in some areas and this had identified further work was required.</p> <p>An interim risk Assurance Audit was conducted by the College’s insurer, covering the Hadlow and Tonbridge sites. Progress against the recommendations had been good but elements had been delayed by the effects of the COVID-19 Pandemic.</p>	

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	<p>An HSG65 Audit of Hadlow and Tonbridge would be conducted, the findings of which will feed into a consolidated College-wide Health and Safety Plan, to be presented to the Board in September 2021.</p> <p>Governors asked if there was any come-back from BDO for the health and safety aspect that they were undertaking which had not been completed and referred specifically to the Strutt & Parker 87-point plan which was not complete. It was explained that this was currently being reviewed by the Hadlow College Principal and Strutt & Parker to identify the work which remained relevant and required completion. The Deputy Chief Executive provided the Board with a detailed explanation of the challenges that the College and BDO had encountered, and vast amount already spent on the work that had been completed.</p> <p><i>Received</i> <i>The Board received the Three-Year Health & Safety Management Plan update.</i></p>	
449	GFA Capital Renewals Projects (Hadlow) – Pre-Construction Programme – Confidential Part 2 Business	
448	Cyber Security – Verbal update	
	<p>The Deputy Chief Executive was invited to provide a verbal update on the College Cyber Security position.</p> <p>He explained that he had received a query from Mr Hatton via email about the College Cyber Security position which, had arisen because of the cyber security breach at a large Birmingham based college which had been reported in FE News. Mr Hatton indicated that he a received a detailed position statement from the Deputy Chief Executive and was comforted that NKC had stringent processes and protocols in place.</p> <p>The Deputy Chief Executive provided a further detailed explanation of the protocols and policies in place at the College and that NKC were fortunate to have access to Jisc and the National Cyber Security Centre who guide the College and help to make sure that the College data was secure. With the annual scans and checks currently being done, SLT believe the College was in a good place echoed by Jisc in a recent Infrastructure review (February 2021), requested to check following the joining of North Kent College with West Kent College and Hadlow College.</p> <p>It was noted that the College was planning a project to replace its firewall infrastructure on the four Internet links (Hadlow, Dartford, Gravesend, and Tonbridge). The original North Kent College currently has two aging firewall devices that were due to be replaced in 2021/22 and two various type old firewall devices at Hadlow and Tonbridge that need to be replaced.</p> <p>This will partially be funded by the DfE funding grant and college capital planned for 2021/22. The change will allow for a centralised management</p>	

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	<p>of these internet border devices, making sure rules are the same on each and including detailed internet traffic scanning and virus removal.</p> <p>This project was expected to start soon after the summer 2021 to be completed by March 2022 with an expected cost of around £80k for all four devices.</p> <p>Received <i>The Board accepted the verbal update and thanked the Deputy Chief Executive for the information provided.</i></p>	
449	Hadlow College and WKAC Self-Assessment Reports 2019/20	
	<p>The Deputy Executive Principal, Teaching, Learning & Improvement presented the two Self-Assessment Reports and stated that Mr Hatton and Mr Martin had provided valuable feedback on the reports. It was noted that NKC could not comment on the outcomes as the two colleges were not part of NKC during 2019/20.</p> <p>The governors accepted the detail in the executive summary and stated that this aptly covered the position in relation to the Self-Assessment Reports for Hadlow College and WKAC.</p> <p>Received</p>	
450	Termly Safeguarding Report – March 2021	
	<p>The Deputy Executive Principal, Teaching, Learning & Improvement presented the Termly Safeguarding report and referred to the executive summary which provided details on the current position regarding data collection and the systems being used and that there was no benchmarking data available for Hadlow College and WKAC.</p> <p>Action <i>Mr Hatton requested that the Deputy Executive Principal, Teaching, Learning & Improvement checked the data within Table 1 and re-circulate to governors.</i></p> <p>A Staff Governor asked about the physical safeguarding parameters at Hadlow College and WKAC and stated that in his view it was not as secure as that of Dartford and Gravesend which had the additional security of fencing and turnstiles. He explained that the entrance/exit at WKAC was physically manned.</p> <p>The Deputy Chief Executive stated that Hadlow College was difficult site to fence but they were looking at adaptations at Tonbridge which would make the entrance and exits secure. The Deputy Chief Executive expanded on the planned works by the developers that purchases the site behind the Tonbridge campus.</p> <p>Received</p>	<p>Rhiannon Hughes</p>

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	<i>The Termly Safeguarding Report was accepted by the Board.</i>	
451	HR Report and Gender Pay Gap Report 2019/20	
	<i>Received</i> <i>The Board formally received the Gender Pay Gap Report for 2019/20 and the HR Report for information purposes.</i>	
452	Search, Governance & Remuneration Committee Minutes 10 February 2021	
	The Board received the Search, Governance & Remuneration Committee minutes of the meeting held on the 10 February 2021. <i>Appointment of Lead Governor Ofsted Residential Visits</i> <i>The Board formally agreed to appoint Mr Martin as the Lead Governor for Ofsted Residential Visits.</i>	
453	Draft – Audit Committee Minutes of the meeting held 11 March 2021	
	Mr Norman – Chair of Audit Committee presented the Draft Audit Committee minutes of the meeting held on the 11 March 2021. Governors were thanked for their participation in the hour-long training session on College Risk Management and Funding which had been led by Scrutton Bland. <i>Received</i> <i>The Board accepted the draft minutes noting the content of the meeting held.</i>	
454	Estates Strategy & Capital Projects Minutes of the meeting held 9 March 2021	
	Estates Strategy & Capital Projects Committee Terms of Reference – the Board formally approved the revised and updated terms of reference as recommended by the committee. <i>Action</i> <i>New Build Progress – the Board requested to receive photographs on the progress of the New Build at Dartford Campus.</i> <i>The Board received the minutes of the Estates Strategy & Capital Projects Committee which provided them with an in-depth update on progress against all capital projects and approvals for capital projects.</i>	Lawrence Jenkins
455	Meeting evaluation	

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	<p>Governors were asked to complete and return the pre-circulated evaluation form to the Clerk & Governance Advisor.</p> <ol style="list-style-type: none"> 1. Governors commented that the board pack for the meeting had been extensive and requested that future agenda planning be reviewed. 2. iBabs – Governors were provided with a verbal update on the progress in implementing the iBabs Governance Portal and it was noted that where governors required a device to notify the Clerk & Governance Advisor. <p>The Board had formally agreed to move to the iBabs Governance Portal at their Strategy day in February 2021 but expressed some reservations around going paperless. It was agreed that the system would be trialled for a period and that a review would take place but that it was also important that governors be reminded of the benefits to the environment moving to a paperless structure.</p>	
456	Confidential Part 3 Business	
	<p>The Vice Chair of Corporation thanked everyone for attending and excused the Staff and Student Governors & SLT excluding the Chief Executive from the Confidential Part 3 section of the agenda.</p>	
457	Date and time of the next meeting	
	<p>The next meeting of the Corporation Board Thursday 20 May 2021 at 17.30hrs.</p> <p>Governor Strategy Day to take place on Tuesday 8 June 2021 at 14.00hrs.</p> <p>The meeting closed at 19.48hrs.</p> <p>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</p> <p>SIGNED _____ DATE _____</p>	