



### **Corporation Board Meeting 7**

### **PART 1 MINUTES – NON-CONFIDENTIAL PUBLIC RECORD**

#### **Board Minutes of meeting held 24 March 2022 at 17.30hrs TEAMS MEETING**

#### **Present**

Mr K Norman	Chair of Corporation
Mrs M Chandler	External Governor
Mrs S Davies	External Governor
Mr D Gleed	Chief Executive Officer/Executive Principal
Mr J Gurney	External Governor
Mrs S Henwood	External Governor
Mr L Jones	External Governor
Miss M Sahota	External Governor
Dr R Longman	External Governor
Mr S Matthews	External Governor
Mr D Martin	External Governor
Dr S Hubble	External Governor
Mr C Manley	Staff Governor

#### **In Attendance**

Mr L Jenkins	Deputy Chief Executive
Ms R Hughes	Deputy Executive Principal -Teaching, Learning & Improvement
Mrs Y Hughes	Clerk & Governance Advisor to the Corporation

<b>Minute no</b>	<b>Agenda Item</b>	<b>Action By</b>
<b>618</b>	<b>Opening of Meeting and Apologies for Absence</b>	
	The Chair of Corporation opened the meeting at 17.30hrs by welcoming all present.  <b>Apologies</b>  Apologies received from Mr Teja Biring, Mr Nicholas Smith, Ms Jackie Williams and Mr Jonathan Wilcox.	
<b>619</b>	<b>Declarations of Interest</b>	
	There were no new or other additional declarations of interests recorded other than those already held on the register.	
<b>620</b>	<b>Corporation Board Minutes – Meeting held 24 February 2022</b>	
	The Corporation Board received the pre-circulated minutes of the meeting held on the 24 February 2022.	

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	<p><b><i>Formally approved.</i></b></p> <p><b><i>The Board formally approved the Part 1 Corporation Board minutes of the meeting held on the 24 February 2022, subject to Mr Nicholas Smith being recorded as being present.</i></b></p> <p><b><i>The Board formally approved the Part 2 Confidential Minutes of the meeting held 24 February 2022, subject to Mr Nicholas Smith being recorded as being present.</i></b></p> <p><b><i>Chair of Corporation to sign off the hard copies of the minutes.</i></b></p>	
621	<b>Board and Committee - Actions Register to March 2022</b>	
	<p>The Board received the updated outstanding actions register up to March 2022.</p> <p><b><i>The Board received and accepted the actions register as circulated.</i></b></p>	
622	<b>Chief Executive Report – March 2022 – Redacted commercially sensitive</b>	
	<p>The Chief Executive Report presented his report for March 2022 which was a progress report against the Strategic Plan objectives. This was the second update presented to the Board for monitoring and review.</p> <p>The Chief Executive explained that this was the mid-year review, and that there were a number of targets that could only be measured once a year, therefore within the report there were a number of points that were marked as 'Results due Autumn 2022'.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>A number of items had been completed and are RAG rated green.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	

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	<div data-bbox="220 253 1369 405" style="background-color: black; height: 68px; width: 100%;"></div> <p><i>The Board received the Chief Executive Report for March 2022 for information purposes.</i></p>	
623	<b>KFE Governance Conference – 28 June 2022</b>	
	<p>The Clerk &amp; Governance Advisor thanked governors for responding to the email regarding the upcoming KFE Governance Meeting due to held on the 28<sup>th</sup> June 2022. It was explained that the numbers for the event had been capped at 7 governors from each College.</p> <p>The exact venue is yet to be confirmed by KFE and as soon as this information was available the governors who had indicated their availability would be notified.</p>	
624	<b>QIP (Quality Improvement Plan) March 2022 update</b>	
	<p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement presented the updated QIP and referred governors to the Executive Summary in the report which provided a summary on progress.</p> <p>The Chair thanked the Deputy Executive Principal for the report and commented on the RAG rating colours and sought clarification on the impact RAG rating colours. It was explained that these were not RAG rated until the objective had been completed.</p> <p>Mrs Henwood stated she wished to raise a general question in relation to Hair &amp; Beauty and the Student Survey results and the issues in relation to English and Maths uptake and asked this was demographic issues or an ongoing trend. The Deputy Executive Principal explained that there were known trends in some curriculum areas and that there were co-horts of learners that had struggled at secondary school level which had an impact on learner motivation and preparation in these particular areas. She further added that if students did not pass their English &amp; Maths it did not mean that the learners final outcome was impacted. The Deputy Executive Principal/Curriculum &amp; Strategy provided a further detailed explanation and examples of Level 1 and Level 2 correlations.</p> <p>Mrs Sahota sought clarification on the Intent Dates in relation to Attrition Rates. The Deputy Executive Principal explained that Nov 2021 being the first review period, 2<sup>nd</sup> review February 2022, 3<sup>rd</sup> review April 2022 and final in June 2022. The November review point would be the best time to review attrition as they would have the first set of data at this point and would that they would continually reviewed over the academic period with a greater impact seen in the final review in June. Governors discussed and agreed the point raised and that when looking at the Intent deadlines that some of these were set to earlier in the year but accepted the explanation provided.</p>	

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	<p>Governors queried the attrition rates at Hadlow College under Intent 2.1. The Deputy Executive Principal explained that curriculum planning played a vital role in this area and stated that work was ongoing to ensure that learners were on the right courses. The Chief Executive further added that some of the courses i.e. Greenwich Equine was fairly small co-hort and that SLT were looking at these in greater detail. He emphasised that with Chris Lydon – Interim Vice Principal at Hadlow College they were working on the areas reflected in the QIP.</p> <p><b>Accepted</b>  <b><i>The Board accepted the update on the Quality Improvement Plan.</i></b></p>	
625	<b>Deputy Executive Principal/Teaching, Learning &amp; Improvement Report</b>	
	<p>The Deputy Executive Principal/Teaching Learning &amp; Improvement presented her report which covered the following key items:</p> <ul style="list-style-type: none"> <li>• Teaching &amp; Learning Coaches</li> <li>• Lesson Observations</li> <li>• CPD</li> <li>• Prevent</li> <li>• Kent Skills 2022</li> <li>• Staff Development</li> <li>• Mental Health Champion Project</li> <li>• Student Survey</li> <li>• Ofsted Inspection – Residential Students – February 2022</li> <li>• Progression/At Risk Learners</li> </ul> <p>Lesson Observations</p> <p>Mr Martin stated that he accepted the approach that was explained by the Deputy Executive Principal and agreed that the difficulty was when observers were determining the finer details that differentiated the Excellent vs Good judgements.</p> <p>Mrs Henwood queried whether the 10 TLC's across the 4 campuses totalling 14hrs was sufficient. The Deputy Executive Principal accepted the point made and agreed that there did not appear to be sufficient capacity but provided an explanation on how the support was spread across the four campuses.</p> <p>Mrs Henwood further asked if the Excellent/Good teachers were rewarded for their performance. It was explained that they received formal acknowledgement in the way of a letter from the Deputy Executive Principal and would be asked to share their good practices. Governors agreed that the recognition of good practitioners was vital and that their hard work should be recognized and celebrated.</p> <p>The Chief Executive commented on the point raised around Lesson Observations and stated that lesson observations in FE and probably in school settings was a very divisive area and stated that the Deputy Executive Principal/Teaching,</p>	

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	<p>Learning &amp; Improvement had and did tread this line very carefully and that there was a fine balancing act to ensure staff were incentivised and supported.</p> <p>Student Survey</p> <p>The Deputy Executive Principal reported that the College target for response rates was at or above 90%. It was noted that most learners were completing the College surveys, although there was still inconsistency between Campuses, with Hadlow still well-below the expectation, Tonbridge had significantly improved to an outstanding level of response, which was very much due to the work of the Heads of Curriculum and their Assistant Principals who were driving the importance of this exercise. It was unfortunate that the timing of the survey coincided with Hadlow's Level 3 work experience for the second week of the survey window, which may have impacted on completions, although the window was extended for these learners so that they still had the same amount of time to access the survey. The scheduling next year will be revised.</p> <p>Mr Gurney commented on the survey responses and if they could specifically target learners to improve response rates. The Deputy Executive Principal agreed stating that SLT had discussed this specific point earlier in the day and explained that anonymity of students was important and that they would be targeting specific co-horts where issues had been raised in the survey results.</p> <p>Progression and At-Risk Learners</p> <p>Noted that over the past two years, NKC Dartford and Gravesend had introduced a process whereby there was a more clearly defined process by which students were approved for progression. It meant identifying those learners at risk of progression around the February/March time, so that they were informed as to what was needed from them in order to improve, so that they may be considered more favourably for progression; these factors included attitude, aptitude, attendance and general behaviour. Communication with parents had been pivotal in this process having the impact that was intended, which has been to see some lower performing learners (not based on ability) improve their attitude and application. When learners have had to earn the right to progress it has meant improved engagement and outcomes for learners overall. It also supports the consistent message that SLT share regularly with staff, and that was they must ensure that the right learners were on the right courses for them.</p> <p>The Chair commented on the percentage rates of the potential progression of at risk learners. It was explained and agreed by the Deputy Executive Principal that although these were that they had in fact improved. The Deputy Executive Principal/Curriculum &amp; Strategy provided additional contextual information on the strategies and work that had been done to ensure that learners and their parents were very clear that on what they needed to do to ensure that they progressed. The Chair stated that it would be useful for the Board to see an updated report on student progression at the July Board meeting.</p>	

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	<p><b>Action – Deputy Executive Principal/Teaching Learning &amp; Improvement – to provide an update on the Student Progression/At Risk Learners position in July 2022.</b></p> <p>Mrs Sahota referred to the at Risk Learners and asked if there was comparative data or benchmarking data that could be used to compare the data from previous years. The Deputy Executive Principal explained what strategies were being implemented to reduce the number of at risk learners and it was further added that this was the first year that the College had used the same consistent approach across the college and added that SLT had not seen any other college with processes that were as rigorous to mitigate at risk learners and therefore benchmarking data was not available but that SLT would be consulting with other colleges to establish if there was data that would be used for comparison.</p> <p><b><i>Accepted</i></b>  <b><i>The Board accepted the Deputy Executive Principals/Teaching, Learning &amp; Improvement Report for March 2022.</i></b></p>	<p><b>Dep Exec Princi pal</b></p>
626	<p><b>Apprenticeships and T Level Report – Deputy Executive Principal/Curriculum &amp; Strategy</b></p>	
	<p>The Deputy Executive Principal/Curriculum &amp; Strategy presented his report stating that he hoped it reflected some of the significant challenges that the College were facing.</p> <p>Governors welcomed the report stating that they had found it fascinating and asked about the T Level funding. It was explained that there was fairly generous funding for T Levels which was advantageous and further details were provided on the level of funding. Governors asked if there was a risk to T Level funding? The view at was that the Government would want to see T Levels succeed.</p> <p>Mrs Henwood stated that the report was interesting and informative and clearly there were fundamental issues and challenges and asked how the College could feed these back to government. The Deputy Executive Principal agreed with the point made and stated that they were fortunate that in his role sitting on various advisory committees that he had a strong influence, and it was hoped that this would be echoed to policy makers. The Deputy Executive Principal spoke about IfA (Institute for Apprenticeships) and the best way to make NKC heard was through employers. Mrs Henwood further asked if there was anything that governors could do to assist with feedback. It was stated that there was but that if governors in their capacities as employers in the region that they would be best linking with the IfA (Institute for Apprenticeships) and that the employers voice was always valued.</p> <p>Dr Longman asked what the impact was at learner level for apprenticeships – earn while you learn and how this would impact T Level uptake. The Deputy Executive Principal agreed and said that there were learners that needed to earn while they learnt which often presented divisive challenges and spoke about the difficulties for lower attaining learners in respect of Maths and English resulting in learners leaving with no qualifications.</p>	

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	<p>Dr Hubble commented that as T Levels was such a new product whether the College had spoken to other providers about their provision before taking on any new programmes. The Deputy Executive Principal responded by explain that the College did have good links with construction providers and offered information on good practice ventures and forums that the College had access to and that the College did work collaboratively with other providers.</p> <p>The Chief Executive added that he was due to have a meeting with the Skills Minister and was sure that this particularly item would be raised during discussions.</p> <p><b>Accepted</b>  <b><i>The Board thanked the Deputy Executive Principal/Curriculum &amp; Strategy for the informative report on Apprenticeships and T Levels and looked forward to further updates.</i></b></p>	
627	<b>Finance Report – Confidential Part 2 – Commercially Sensitive - Monthly Management Accounts to January 2022</b>	
	<b>Tenders &amp; Contracts – Part 2 Confidential – Commercially Sensitive</b>	
628	<b>SUSCON – Deed of Covenant</b>	
629	<b>Annual Fees Policy 2022/23, Tuition Fee Refund &amp; Compensation Policy 2022/23 and Residential Fees Policy for 2022/23</b>	
	<p><b>Approved</b>  <b><i>The Board formally approved the revised and updated policies as follows:</i></b></p> <p><b><i>Annual Fees Policy for 2022/23</i></b>  <b><i>Tuition Fee Refund &amp; Compensation Policy for 2022/23</i></b>  <b><i>Residential Fees Policy 2022/23</i></b></p>	
630	<b>HR – Equal Pay Report</b>	
	<p>The Deputy Chief Executive presented the Equal Pay Report and referred to the discussions held by the Board at the previous Board meeting when the Gender Pay Gap Report had been presented to the Board.</p> <p>The Equal Pay Report which is based on college data as at the 31st August 2021, and takes account of the changes in part due to restructuring the College carried out during 2020/21 as part of the takeover, but not some of the alignment in pay for lecturers which was implemented from September 2021.</p> <p>The report overall showed as expected that there were no significant pay differences within the College staff structure when work of equal value was compared.</p> <p>Mrs Sahota referred back to the Gender Pay Gap report (February 2022) and the report now presented and whether there was comparative data on gender and ethnic minority differentials. It was explained that they did not have this information</p>	

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	<p>available but were working on improving the comparators for the next academic period. The report referred to 2019/20 and the acquisition of Hadlow College and Tonbridge College as well as the changes in staff which had made the granularity a bit more challenging.</p> <p>Mrs Sahota added as general point that there were other areas of diversity that could be considered which was accepted. The Deputy Chief Executive agreed that this was an area that could be further worked on but explained that it was becoming more and more difficult to get staff to fully complete specific equality questionnaires as they tended to respond with 'no comment'.</p> <p><b>Accepted</b>  <b><i>The Board formally accepted the Equal Pay Report as presented.</i></b></p>	
631	<b>Health &amp; Safety Report and Action Plan</b>	
	<p>The Deputy Chief Executive presented the Health &amp; Safety Report and Action Plan and explained to the Board as per the executive summary that at the time that NKC took over the Hadlow and Tonbridge Campuses, the 3-Year Health and Safety Management Plan (2018) had been completed, except for 2 recommendations. Following a period to allow practices to be aligned and embedded across the wider college, the audit was repeated, and a new Plan produced (2021), was drafted with the aim for it to be implemented over the next year to March 2023.</p> <p>A Risk Assurance Audit was conducted by the College's insurer UMAL. An action plan has been developed. Progress against the recommendations has been good. Many of the recommendations related to improvements in signage. Any areas of significant concern, of which there were few, were addressed in short order with the relevant staff/Departments.</p> <p>An external consultant has been engaged to undertake an audit of the statutory requirement for the College to ensure formal inspections and test are carried out on certain safety-critical equipment.</p> <p>Mrs Sahota asked if the College had a Business Continuity Plan, and it was confirmed that the College did and that it was reviewed regularly.</p> <p><b>Action – Business Continuity Plan to be circulated to all governors for information purposes. – Deputy Chief Executive/Clerk.</b></p> <p>Mrs Davies commented positively on the Health &amp; Safety Report and the Action Plan stating that it was clear and was comforted that the action plan was very succinct.</p> <p>It was agreed that termly updates be presented to the Board for monitoring and review purposes.</p> <p><b>Accepted</b>  <b><i>The Board accepted the Health &amp; Safety Report and Action Plan</i></b></p>	Dep CEO/C lerk
632	<b>Search, Governance &amp; Remuneration Committee Minutes 10<sup>th</sup> March 2022</b>	



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	<p><b><i>Committee Membership appointment – the Board formally agreed to the appointment of Mrs Sarah Henwood as a member of the Search, Governance &amp; Remuneration Committee with immediate effect.</i></b></p> <p><b><i>Accepted and noted</i></b>  <b><i>The Board accepted the minutes as record of business undertaken and approved by the Search, Governance &amp; Remuneration Committee.</i></b></p>	
633	<b>Audit Committee Minutes of the meeting held 10<sup>th</sup> March 2022</b>	
	<p><b>Accepted and noted</b>  <b>The Board accepted the minutes as record of business undertaken and approved by the Audit Committee.</b></p>	
634	<b>Risk Register</b>	
	<p>Mr Gurney presented the Risk Register as reviewed by the Audit Committee on the 10 March 2022. It was noted that the main item to bring to the Boards attention was Risk 26 - Failure to meet Financial Targets as laid out in the Hadlow/Tonbridge Grant Funding Agreement which had now been RAG rated Red.</p> <p><b>Accepted</b>  <b>The Board accepted the updated Risk Register with no further queries.</b></p>	
635	<b>Estates Strategy &amp; Capital Projects Committee Part 1 &amp; Part 2 minutes of the meeting held 17 March 2022</b>	
	<p><b>Accepted and noted</b>  <b>The Board accepted the minutes as record of business undertaken and approved by the Estates Strategy &amp; Capital Projects Committee.</b></p>	
636	<b>Any other Business</b>	
	<p><b>Learner Voice Meeting held 24 March 2022</b></p> <p>Noted for the record that Mr Jones, Mr Norman and Mrs Henwood had joined the Learner Voice meeting via Team on the 24 March 2022. Mr Jones commented that he had attended the meeting and felt that it was similar forum to a work environment and was largely complaints about the facilities and about the curriculum. Mrs Henwood agreed with the point made by Mr Jones and stated that she felt that it was very much four different campuses and not one which was something to be mindful of.</p> <p>Governors were further advised that the next Learner meeting was due to take place on the 19<sup>th</sup> of May 2022 when there would be a meeting held at each individual campus. This would further allow additional governors to join the four different meetings. Governors felt it would be sensible to allocate a governor to each campus so that there was representation from the Board for all the college campuses.</p>	
637	<b>Meeting Evaluation</b>	
	<p>Governors were asked to complete the evaluation form using the FORMS link which had been distributed to all concerned.</p>	

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638	<b>Date and time of the next meeting</b>	
	<p>The next meeting of the Corporation Board Thursday 19 May 2022 at 17.30hrs.</p> <p>The meeting closed at 19.49hrs.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p> <p>SIGNED _____ DATE _____</p>	