



Corporation Board Meeting 9

PART 1 MINUTES – NON-CONFIDENTIAL PUBLIC RECORD

**Board Minutes of meeting held 23 June 2022 at 17.30hrs
Hadlow Campus – Hybrid Meeting**

Present

Mr K Norman	Chair of Corporation
Mr T Biring	External Governor
Mrs S Davies	External Governor
Mr D Gleed	Chief Executive
Mr J Gurney	External Governor
Mr L Jones	External Governor
Mrs S Henwood	External Governor
Dr R Longman	External Governor
Mr D Martin	External Governor
Dr S Hubble	External Governor
Mr N Smith	Staff Governor

Via Teams

Miss M Sahota	External Governor
---------------	-------------------

In Attendance

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

Minute no	Agenda Item	Action By
654	Opening of Meeting and Apologies for Absence	
	The Chair of Corporation opened the meeting at 17.30 hrs by welcoming all present. Apologies Apologies received from Mrs Chandler and Mr Manley It was noted for the record that Miss Sahota dialled into the meeting via Teams.	
655	Declarations of Interest	
	The Chief Executive declared an interest on behalf of himself, the Clerk & Governance Advisor to the Corporation Board and the Deputy Chief Executive in relation to the Part 3 Confidential Item on the agenda.	

Minute no	Agenda Item	Action By
	There were no new or other additional declarations of interests recorded other than those already held on the register.	
656	Corporation Board Minutes – Meeting held 19 May 2022	
	<p>The Corporation Board received the pre-circulated minutes of the meeting held on the 19 May 2022.</p> <p><i>Formally approved.</i></p> <p><i>The Board formally approved the Part 1 Corporation Board minutes of the meeting held on the 19 May 2022.</i></p> <p><i>The Board formally approved the Part 2 Confidential Minutes of the meeting held 19 May 2022.</i></p> <p><i>Chair of Corporation to sign off the hard copies of the minutes.</i></p>	
657	Board and Committee - Actions Register to June 2022	
	<p>The Board received the updated outstanding actions register up to June 2022.</p> <p><i>The Board received and accepted the actions register as circulated.</i></p>	
658	NKC Corporation Board Self-Assessment Report and Outcomes	
	<p>The Chair of Corporation referred to the pre-circulated Corporation Board Self-Assessment report and the supporting documentation which consisted of the following key documents:</p> <ol style="list-style-type: none"> 1. Governance Self-Assessment Executive Report 2. Appendix 1 – Board Evaluation Report 3. Appendix 2 – Summary of themes from Governor Performance Reviews 4. Appendix 3 – Summary of themes from Chair of Corporation Performance Review 5. Appendix 4 – English Code of Good Governance Compliance Report 6. Appendix 5 – Draft Improvement Plan – pre review 7. Appendix 6 – Draft Improvement Plan distributed 22.6.2022 <p>The Chair of Corporation thanked the Board for their contribution and time in taking part in the review process and formally thanked the Clerk & Governance Advisor for managing the review process, collating the data and drafting the reports.</p> <p>It was explained to the Board as per the circulated communications that the first Draft Improvement Plan under Appendix 5 was the long list of proposed improvement objectives as reviewed and considered by the Search, Governance & Remuneration Committee. It was confirmed that these objectives were all arrived at through the feedback of the review outcomes.</p> <p>The Chair of Corporation stated that in his view the improvement objectives central focus should be around:</p> <p>Students first and foremost – do our actions positively impact students</p>	

Minute no	Agenda Item	Action By
	<p>Reality – Smaller manageable list of actions, where Governor and SLT capacity is available</p> <p>Relevance – The awareness of local need, which can only be achieved if Governors have capacity to engage (important for Governor recruitment)</p> <p>Awareness – some actions are Governor focused; some require SLT support. The College is now into the final push (next 12 months) of the major works under the GFA, and the integration of Hadlow and Tonbridge into NKC, lets always remember SLT are running hard, their capacity is finite</p> <p>Ambition – This year seems to be a year where the governors have seriously challenged themselves on Governance, probably driven by the DFE legislation. Having completed a lot of the analysis phase, we are honing in on the action plan that will make a positive impact. The key was to follow through on an action plan, accepting that governors can't change everything in the short term, so some important aspects need to be planned for future years.</p> <p>The Chair added that he was keen for the Board to be ambitious and to be ready for an external governance review accepting of course that there would always be areas for further development and improvement.</p> <p>The Chair went onto speak about Appendix 6 which had been circulated to the Board on the 22nd of June which now reflected the identified shortlist of objectives and had been drawn from the long list of objectives under Appendix 5. It was strongly emphasised that the shortened list did not mean that other points raised as a result of the self-assessment exercise would be set aside but that it was important to identify the key priority areas.</p> <p>Mr Martin in his capacity as Search, Governance & Remuneration Committee and the Chair jointly stated that they did not wish for the Board to feel that the shortlisted objectives were set in stone and therefore invited all governors to express their views and opinions during the meeting.</p> <p>Mrs Davies commented positively on the reports and agreed with the proposals put forward to the Board.</p> <p>The Deputy Executive Principal/Curriculum & Strategy stated that he could identify the aim of the reports and commented that having attended Corporation Board meetings as a member of the SLT for the past two years or so that Board meetings had been very much decision driven which was largely due to the acquisition. His wish would be that meetings could now become far more strategic in nature, and he was therefore concerned that the proposed objectives shortlisted was very much around the Boards understanding of the FE landscape and cautioned that this could potentially lead to more SLT briefings and report preparation.</p> <p>The Chair accepted the concerns raised and agreed that elements of governors improving their knowledge on further education was already covered through the Chief Executive updates and the Governance Reports but that governors would need to be self-driven and undertake training and do some research of their own.</p> <p>The Deputy Executive Principal/Teaching, Learning & Improvement expressed her views and stated that in her role as governor at a local school that the governor training was far more flexible and that shorter modules were available</p>	

Minute no	Agenda Item	Action By
	<p>through an online library that was easily accessible. Governors discussed the potential around developing 'bite size' training modules and agreed that this would be useful and could then be made available via iBabs.</p> <p>Dr Hubble reflected on the fact that governor stakeholder engagement had arisen in several instances within the reviews and asked how governors could become more knowledgeable about its key stakeholders and local communities. The Deputy Executive Principal/Curriculum & Strategy explained that over the next few months he would be working on a piece of work about stakeholder engagement to ensure that the College engagement with its stakeholders were fully documented. He added that as it stood the College had excellent stakeholder engagement but was not always captured and therefore could not be evidenced as such. It was a high priority for the College and that work was ongoing to ensure that the reporting of stakeholder engagement became a stronger focus as it was often quite anecdotal.</p> <p>Governors felt that this would be sensible and would certainly be an interesting piece of work. The Deputy Executive Principal/Curriculum & Strategy stated that governors involvement would be welcomed. SLT were of the view that this was a key strength of the College, and it would be good to capture and create a stakeholder engagement map. The Chief Executive added that it would be useful to understand what contacts governors had within the local communities e.g., Participation/working with a local scout group or connection with the Sikh Community as this information could then be included in the stakeholder engagement documentation.</p> <ul style="list-style-type: none"> • Governor Bite Size Training Modules – Clerk to investigate and report to SG&R Committee • Governor to be invited to join discussions around Stakeholder Engagement • Governors to provide details of any involvement or connections that they with the local business/communities – agreed to include this information as part of the Skills Audit exercise in September 2022. 	
18.02hrs	Miss Sahota joined the meeting via Teams	
	<p>Dr Hubble queried one of the comments within Appendix 2 in which governors had stated that the emphasis on teaching and learning did not receive the focus or priority that it should and whether Objective 3 in the Improvement Plan would address this. The Chair provided further contextual background to the statement referred to stating that although the Board received regular Teaching & Learning reports and comprehensive reports via the Deputy Executive Principal's reports on curriculum and quality matters that the focus over the past two years had been largely on financial issues and capital projects because of the GFA requirements. Mr Martin added that the Board needed to be careful in their interpretation and those of external stakeholders in some of the feedback within the reports as these could be taken out of context and reflect poorly on the Board and the College as a whole and reiterated that the reporting on teaching & learning were very informative and valuable to the Board.</p>	

Minute no	Agenda Item	Action By
	<p>Mr Smith commented that he would be very interested in joining the Quality & Standards Committee as and when the Board had the capacity to do so as this is where he felt his expertise could be of benefit to the Board.</p> <p>Mr Gurney accepted the points raised but stated that personally speaking his challenge was time constraints and would therefore also welcome the opportunity to access bite size training modules.</p> <p>Governors commented that the improvement objectives were very group focussed as opposed to individual targets and it was clarified that ultimately the Board were collectively responsible.</p> <p>The Chief Executive stated that objectives 1,3 and 5 were certainly group objectives however it would be useful for the Board if the SLT/Clerk could identify the priority areas that would help the Board and the key risk areas.</p> <p>Mrs Henwood added that governors should also widen their expertise through getting involved at the College by meeting staff and students as this enhanced your knowledge and understanding of the College far more effectively than focussing on training alone.</p> <p>Mr Martin added that the link governor scheme which had been piloted could assist with governors development by visiting the different curriculum areas. Unfortunately, the Link Governor scheme had not been pushed due to governors capacity and time limitations.</p> <p>The Deputy Chief Executive that he accepted that the sustainability strategy had not been addressed yet due to the ongoing GFA projects and provided details of the extensive levels of work that would need to be completed in the next academic period. A sustainability strategy would require a vast amount of background work and would also have a financial impact which would need to be considered. The Chair accepted the point made and agreed that the sustainability strategy would need to be multifaceted and involve many different strands but emphasised that he would want to see the first building blocks and movement in the right direction and this work could not be delayed for a further 18 months. The Chair therefore proposed that Sustainability become an agenda item on the Estates Strategy & Capital Projects Committee going forward. The Chair then referred to an earlier point around the objectives which result in some key areas not being included for various reasons that these should not be placed on the back shelf.</p> <p>Governors agreed to with the proposed draft Improvement Plan which would require further refinement by the SG&R Committee and re-distribution in its final format.</p> <p>The six improvement objectives were as follows:</p> <ol style="list-style-type: none"> 1. Further develop Governors' understanding of the national and local contexts within which the College works and how these impact upon the College's strategic goals. Enhance Governors' connectivity within the sector and the College's local communities, enabling them to have a stronger understanding of the long-term needs of learners, employers and other stakeholders 2. Recruit further Governors from external stakeholders, including local businesses, with a vested interest in improving the value and quality of further 	

Minute no	Agenda Item	Action By
	<p>education and technical skills; for example, in the areas of legal, land-based and HR. Overall, further diversify the ethnicity of Board membership and strengthen the Board's Succession Planning.</p> <p>3. Continue to review the effectiveness of current Board structures, and implement a Quality & Standards Committee, whilst bearing in mind the capacity of the SLT to support new arrangements.</p> <p>4 To further improve the efficiency and effectiveness of the Board's meetings, review their structure and process, including the quality and quantity of reports to the Board.</p> <p>5. Strengthen the Board's knowledge and understanding of the college's internal stakeholders, particularly the staff and student communities, and of relevant HR matters particularly with reference to staff recruitment, staffing levels, pay and progression and their impact on the College's finances and strategy for improvement</p> <p>6. Governors to take advantage of development opportunities through systematically targeted and evaluated training/briefing sessions and access to external provision.</p> <p>Governors were formally thanked for their contribution to what had been an extremely worthy exercise.</p>	
18.37hrs	<p><i>Part 3 – Strictly Confidential Board Business – Mr Smith/Staff Governor, the Deputy Executive Principal/Teaching, Learning & Improvement and the Deputy Executive Principal/Curriculum & Strategy were excluded from the Part 3 Board business item.</i></p> <p><i>The Deputy Chief Executive and Chief Executive remained to contribute to the business for consideration.</i></p>	
660	Date and time of the next meeting	
	<p>The next meeting of the Corporation Board Thursday 7 July 2022 at 5.30pm – Dartford Campus – Sports Block Room DS102/103 and via TEAMS</p> <p>The meeting closed at 19.48hrs.</p> <p>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</p> <p>SIGNED _____ DATE _____</p>	