



### **Corporation Board Meeting 7**

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

#### **Board Minutes of meeting held 23 March 2023 at 17.30hrs TEAMS Meeting**

#### **Present**

Mr K Norman	Chair of Corporation
Mr D Gleed	Chief Executive Officer/Executive Principal
Mr T Biring	External Governor
Mr J Gurney	External Governor
Mrs S Henwood	External Governor
Dr R Longman	External Governor
Miss K O'Brien	External Governor
Dr S Hubble	External Governor
Mr D Martin	External Governor
Miss M Sahota	External Governor
Mr N Smith	Staff Governor

#### **In Attendance**

Mr M Andrews	Deputy Executive Principal (Curriculum & Strategy)
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>Action By</b>
<b>779</b>	<b>Opening of Meeting and Apologies for Absence</b>	
	<p>The Chair of Corporation opened the meeting at 17.30hrs by welcoming all present.</p> <p><b>Apologies</b></p> <p>Apologies received from Mr Louis Jones, Miss Eve Codling and Miss Niamh Langan. It was further noted that Miss Sahota would be late joining the meeting due to a prior engagement.</p>	
<b>780</b>	<b>Governance – Appointment of Staff Governor</b>	
	<p>The Chair formally welcomed Ms Moore to the meeting.</p> <p>Ms Nikki Moore the newly elected Staff Governor for Dartford/Gravesend was formally appointed for a two-year term of office effective as of 23 March 2023 as per the supporting documentation.</p>	

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	<p><b>Approved</b>  <i>The Board formally appointed Ms Moore as a Staff Governor as elected by the staffing body at the College for a two-year term of office commencing 23 March 2023.</i></p>	
781	<b>Declarations of Interest</b>	
	There were no further amendments or new declarations of interest declared other than those already registered.	
782	<b>Corporation Board Minutes – Meeting held 23<sup>rd</sup> February 2023</b>	
	<p>The Corporation Board received the pre-circulated minutes of the meeting held on the 23 February 2023.</p> <p><b>Formally approved.</b></p> <p><i>The Board formally approved the Part 1 Corporation Board minutes of the meeting held on the 23 February 2023.</i></p> <p><i>The Board formally approved the Part 2 Confidential Minutes of the meeting held 23 February 2023.</i></p> <p><i>The Board formally approved the Part 3 Strictly Confidential Minutes of the meeting held 23 February 2023 and circulated under separate cover as a true and accurate record.</i></p>	
783	<b>Actions Register</b>	
	There were no outstanding actions points to report on at the meeting.	
784	<b>Chief Executive Report to the Board – March 2023</b>	
	<p>The Chief Executive presented his report for March 2023 which was presented in two parts covering the following key items:</p> <p><b>A – Review of the Strategic Plan – Spring 2023 update</b>  <b>B – Letter to FE Minister</b></p> <p><b>Strategic Plan update</b></p> <p>The Chief Executive presented the update against the College Strategic Plan as of May 2023. It was noted by the Board that having reached the mid-point in the review process that over half of the aims (16 out of 31) had now been completed.</p> <p>In respect of the ‘campus-based aims’ only three remained incomplete. The three that were not yet completed were dependent on third parties.</p> <p>The Chair welcomed the positive feedback from the DfE of which the results were very encouraging and congratulated all concerned.</p> <p>Mr Martin referred to the DfE survey results and asked whether the data was available for wider distribution. The DP/Strategy &amp; Curriculum explained that the results were in fact released via Freedom of Information required and that he would</p>	

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	<p>share the link with the Clerk for onward distribution and would be able to share the source file with Mr Martin as Chair of Quality &amp; Standards Committee.</p> <p><b>Action – Deputy Principal/Strategy &amp; Curriculum to share data files and links with Clerk for onward circulation.</b></p> <p>Mr Martin further commented on the importance of these results and stated that having read through some of the most recent Ofsted inspection reports that those graded as strong it had been evident that the writer had found it difficult to evidence employer and apprenticeship feedback.</p> <p><i>1.7 To maintain high levels of Employer satisfaction throughout the larger College -</i></p> <p>Mrs Henwood asked about the Employer feedback update within the report noting the challenges that the College were having in getting employer feedback and stated that in her role they often found it useful to make personal contact with employers but appreciated that this approach was largely dependent on resources.</p> <p><b>Accepted</b>  <b>The Board accepted the latest update against the Strategic Plan.</b></p> <p><b>B. Department for Education – Letter - Impact of the Government’s Level 3 qualification reforms on young people studying at North Kent College</b></p> <p>The Chief Executive referred to his previous CEO report presented to the Board in February 2023 and the concerns around T Levels and Level 3 reforms. The Chief Executive stated that he had sent a letter to the DfE which had been shared with the Board for information and now included the response received from the DfE.</p> <p>The Board were advised that a further meeting was scheduled in the following week with Kent MP’s and a further meeting with the education minister.</p> <p>The Chair explained that he attended the Chairs Q&amp;A meeting during the week and T Levels and the Level 3 Reforms was certainly the hot topic. He stated that the disappointment was that Robert Halfon – Minister of State at the DfE had visited a college with the Chief Executive of the AoC and had requested information on how the reforms would impact students which was most frustrating when considering the numerous letters that had been sent to him had already set out in detail the impacts the changes would have on students and colleges nationally.</p> <p>Dr Longman felt that the emphasis on petitioning government should focus on students and the co-horts of students who would not be provided for under the new arrangements and that the more governors and colleges could quantify the impact on these students the better. Governors discussed the impact that the changes would have on students that would now not be able to study at NKC because the courses had been defunded.</p> <p>The Deputy Principal/Strategy &amp; Curriculum commented on the evidence and impact on students and the governments response of ‘show me the impact’. The governors</p>	

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	<p>discussed at length the impact on students that would no longer be able to study at NKC or any other similar college because the courses would be defunded and not available. Dr Longman asked if any key employers who would have been looking at employing students that had completed the legal secretarial programme had been consulted as to their views on how this fundamental change would impact their recruitment plans and strategies. It was stated that a forum was held with legal employers and the various options discussed and the view was that T Level Business Administration would not work for them although they did feel that CILEX qualification could have been updated.</p> <p>Dr Hubble added that the Education Select Committee were currently running a review on the impact on Post 16 Education and asked whether inviting members to the College would assist in anyway. The Chief Executive stated that the AoC were no doubt in communication with the Education Select Committee and provided further details of the connection between Robert Halfon and the Education Select Committee.</p> <p>The Board welcomed the update and looked forward to receiving further information in due course.</p> <p><b>Action – CEO &amp; Chair of Corporation</b>  <b><i>It was agreed that the Chief Executive would have a meeting with other College principals and that a follow up letter be drafted and co-signed by the Chair of Corporation.</i></b></p>	
785	<b>Financial Report – Monthly Management Accounts – Confidential Part 2 Business – Commercially Sensitive</b>	
787	<b>Health &amp; Safety Report and Action Plan update – March 2023</b>	
	<p>The Deputy Chief Executive presented the Health &amp; Safety Report and Action Plan to March 2023 which provided the Board with the latest update on progress against the Health &amp; Safety Management Plan introduced in 2021.</p> <p>It was noted that an internal audit on the Health &amp; Safety Plan was due to take place although there were still some outstanding elements which included training. The Deputy Chief Executive provided an explanation on the training and the delays in achieving this objective which was largely because the majority of these were diverse and curriculum specific and delivered via SafetyMedia.</p> <p>A Risk Assurance Audit was conducted by the College’s insurer UMAL in January 2023. The report is awaited, but the College understands that all the points noted are no more serious than ‘Advisory’. Governors will be provided with an update at the July 2023 meeting.</p> <p>An audit of statutory inspections and checks has highlighted that the College’s asset list of mechanical and electrical equipment may be incomplete, thereby impacting the veracity of the Planned Preventative Maintenance (“PPM”) schedule. As a result, the college has reached out to its risk management advisors Risk Evolves who are being engaged to generate a comprehensive asset list and advise on improvements to the PPM schedule. Scoping visits have been conducted and draft proposal received for final agreement on the 14th of March 2023.</p>	

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	<p>Miss Sahota referred to Appendix 1 in the report and the H&amp;S Survey results presented within the pie charts - How would you raise a H&amp;S concern at college? and the percentage of staff that had indicated that 'I wouldn't bother' was a concern. The Deputy Chief Executive accepted the point raised and explained that he would request a review of the briefings and training that staff received to address this concern.</p> <p><b>Accepted &amp; Approved</b></p> <p><b><i>The Board formally accepted the update as presented.</i></b></p>	
788	<b>Annual Fees Policy for 2023/24</b>	
	<p>The Deputy Chief Executive presented the Annual Fees Policy for 2023/24 and explained to the Board that it was a statutory requirement that the Board formally review and approve the proposed policies.</p> <ol style="list-style-type: none"> <li>1. A – Tuition Fees Policy 2023-24 draft</li> <li>2. B – Tuition Fees and Refund and Compensation Policy 2023-24 draft</li> <li>3. C – Residential Fees Policy 2023-24 draft</li> </ol> <p><b>Approved</b></p> <p><b><i>The Board having reviewed the above policies and the proposed amendments formally approved the policies for 2023/24</i></b></p>	
789	<b>Anti Bribery Policy</b>	
	<p>The Deputy Chief Executive presented the updated and revised Anti-Bribery Policy.</p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the updated Anti-Bribery Policy.</i></b></p>	
790	<b>Audit Committee Report – Audit Committee Minutes of the meeting held 9 March 2023</b>	
	<p>Mr Gurney – Chair of Audit Committee presented the draft Audit Committee minutes of the meeting held on the 9<sup>th</sup> of March 2023 which had covered the following items of business:</p> <ul style="list-style-type: none"> <li>• Internal Audit Report - Governance</li> <li>• Internal Audit Report - Strategic Planning</li> <li>• Internal Audit Report - Capital Projects</li> <li>• Internal Audit Report - Apprenticeships Recruitment</li> <li>• Internal Audit Report - Finance - Fixed Assets, Cash and Electronic Payments</li> <li>• Follow up report.</li> <li>• Risk &amp; Assurance Progress Report</li> <li>• Outstanding Audit Recommendations</li> <li>• Risk Register update.</li> <li>• Risk Management Policy</li> <li>• Anti-Fraud Policy Review</li> </ul> <p><b>Received</b></p>	

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	<i>The Board received the Audit Committee minutes as a record of the duties undertaken by the committee on the 9 March 2023.</i>	
791	<b>Risk Management Policy</b>	
	<b>Approved</b> <b>The Board formally approved the Risk Management Policy as recommended by the Audit Committee.</b>	
792	<b>Risk Register</b>	
	The Board received the Risk Register that had been reviewed by the Audit Committee.	
793	<b>Anti-Fraud Policy</b>	
	<b>Approved</b> <b>The Board formally approved the revised Anti-Fraud Policy as recommended by the Audit Committee</b>	
794	<b>Search Governance &amp; Remuneration Committee Report – Draft Minutes of the Search, Governance &amp; Remuneration Committee meeting held 9 March 2023</b>	
	<p>Mrs Henwood – Chair of the Search, Governance &amp; Remuneration Committee presented the draft minutes of the meeting held 9<sup>th</sup> March 2023 in which the following business had been covered:</p> <ul style="list-style-type: none"> <li>• Corporation Board Membership</li> <li>• Board Membership Skills List</li> <li>• Draft - Succession Planning Policy &amp; Succession Planning Grid</li> <li>• External Governance Review - Update</li> <li>• NKC Governance Improvement Action Plan - update - Yolanda Hughes</li> <li>• Internal Audit Report - Governance Audit - for information only</li> </ul> <p>Mrs Henwood took the minutes as read and referred specifically to the draft Succession Planning Policy and Succession Planning Grid and asked that the board would be requested to complete the grid as part of the succession planning approach to be taken going forward.</p> <p>Mrs Henwood went onto explain that there were several governors that would be reaching the end of their second terms of office in May 2024 and that the current Chair of Corporation would also reach the end of his term of office in May 2024. This would therefore mean that a new chair would need to be appointed and the Search, Governance &amp; Remuneration Committee wished to ensure that there was a seamless process in appointing a successor from amongst existing members and with the view to appointment taking place in December 2023 to ensure a period of handover prior to May 2024.</p> <p>The Chair of Corporation spoke about the appointment of the Chair of North Kent College and stated that he would be disappointed if an internal candidate<sup>3</sup> could not be secured and provided governors with an insight into the role of the Chair of Corporation and stated that to his mind his main role was as that of spokesperson for the Board and ensuring collective responsibility.</p>	

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	<p>The Chair of Corporation went onto to inform the board that he was planning to arrange 1:1 meeting with all governors following completion of the individual governor review forms and the completion of the succession planning grid by each governor by the end of May 2023 which would provide governors the opportunity to discuss and consider their personal ambitions and desires on the board and to address any additional developmental requirements.</p> <p><b>Action – All Governors</b></p> <p><b><i>Clerk to distribute the relevant Individual Governor Review forms and Succession Planning grid to governors and Teams meetings to be set up for the 1:1 meeting between the chair and respective governors. Governors were requested to please complete and return the relevant forms as per the email instructions.</i></b></p> <p>The Chair concluded discussions by saying that ideally with the Boards support he would wish to have a Chair elect appointed by December 2023.</p>	
795	<b>Corporation Board &amp; Committee Membership update</b>	
	<p>The Board received the report providing them with an update on the current Board membership and it was noted that the following 3 governors would be reaching the end of their second four-year term of office in May 2024.</p> <p>Mr Jonathan Gurney Dr Richard Longman Mr Keith Norman</p> <p>Resignation – Noted as detailed in the Search, Governance &amp; Remuneration Committee minutes that Mr Robert Nithsdale has resigned from the Board due to taking on a new role.</p> <p>Dr Longman asked if there were any known FE changes coming into place that could have an impact on the responsibilities of the Chair. The Chair of Corporation provided details and referred to the ONS requirements of which the external views were that governance would remain largely as is apart from some additional requirements to be met.</p> <p><b>Received</b></p>	
796	<b>Succession Planning Policy &amp; Succession Planning Grid</b>	
	<p>The Board received the proposed Succession Planning Policy and Succession Planning Grid as recommended by the Search, Governance &amp; Remuneration Committee.</p> <p>The Draft Succession Planning Table had been drafted with the aim of ensuring that changes in governance were as seamless as possible. The period a position remained vacant should be kept to a minimum. This aim underpins 4 core matters of effective governance:</p>	

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	<ol style="list-style-type: none"> <li>1. The need to secure the right mix of skills and perspectives amongst Governors.</li> <li>2. The requirement for Governors to continuously develop their skills.</li> <li>3. To ensure a high level of commitment amongst the non-executive team.</li> <li>4. For the college to be governed by a team of people who work well together.</li> </ol> <p>A commitment to an open and transparent recruitment process designed to ensure that the board is composed of people who are committed to the values and purpose of the college, bring with them the skills and competencies required, and who reflect the diversity of the community served by the college, is fundamental to succession planning.</p> <p>The Succession Planning template incorporated a risk register and action plan which will be further populated based on the completion of individuals governors input.</p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the proposed Succession Planning Policy and Succession Planning Grid.</i></b></p>	
797	<b>Governance Improvement Action Plan – March 2023 Monitoring Point</b>	
	<p>The Board received the Governance Improvement Action Plan for monitoring purposes and accepted the RAG rating against the objectives set.</p> <p><b>Accepted.</b></p>	
798	<b>Quality &amp; Standards Report – Draft Minutes of the Quality &amp; Standards Committee meeting held 14 March 2023</b>	
	<p>Mr Martin – Chair of the Quality &amp; Standards Committee presented the Draft Minutes of the Quality &amp; Standards Committee meeting held on the 14 March 2023 in which the following business was undertaken:</p> <ul style="list-style-type: none"> <li>• Quality Improvement Plan Update</li> <li>• Verbal update on Curriculum Areas of Concern - Rhiannon Hughes, Lindsey O'Malley, Chris Lydon, Mark Andrews</li> <li>• Teaching, Learning &amp; Assessment Report - Rhiannon Hughes</li> <li>• Student Survey Report</li> <li>• Contribution to meeting skills needs – review of draft Skills Self-Assessment – Mark Andrews</li> <li>• Policies - Prevent Policy</li> </ul> <p>Mr Martin reported that he was pleased with the work that the committee were conducting and that the quality of the challenge, review and monitoring of the key quality reports had been good.</p> <p><b>Received</b></p>	
799	<b>Prevent Policy</b>	
	<p><b>Approved</b></p> <p><b>The Board formally approved the updated Prevent Policy as recommended by the Quality &amp; Standards Committee.</b></p>	



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800	<b>Any other Business – None raised</b>	
801	<b>Confidential Part 3 Business – Staff Governors/Students excused for the Part 3 Business item</b>	
802	<b>Date and time of the next meeting</b>	
	<p>The next meeting of the Corporation Board Thursday 18 May 2023 at 5.30pm via Teams.</p> <p>The meeting closed at 20.39hrs.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p>	