



### **Corporation Board Meeting 1**

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

### **Board Minutes of meeting held 28 September 2023 at 17.30hrs TEAMS Meeting**

#### **Present**

Mr K Norman	Chair of Corporation
Mr D Gleed	Chief Executive Officer/Executive Principal
Mr J Gurney	External Governor – joined meeting at 18.15hrs
Ms 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 M Jenkins	External Governor
Mr N Smith	Staff Governor – joined meeting at 18:00hrs.
Mrs N Moore	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>847</b>	<b>Opening of Meeting and Apologies for Absence</b>	
	<p>The Chair of Corporation opened the meeting at 17.33hrs by welcoming all present.</p> <p><b>Apologies</b></p> <p>Apologies received from Miss Niamh Langan, Mr Teja Biring and Mr Louis Jones. It was noted for the record that Mr Smith and Mr Gurney would be late in joining the meeting. It was noted for the recorded that the meeting was quorate.</p> <p>Ms Rachel Robson – Stone King Consultant who was attending the meeting as an observer as part of the External Governance Review exercise. Ms Robson introduced herself to the Board and explained the review process and progress thus far.</p>	
<b>848</b>	<b>Declarations of Interest</b>	
	There were no further amendments or new declarations of interest declared other than those already registered.	

<b>849</b>	<b>Corporation Board Minutes – Meeting 6<sup>th</sup> July 2023</b>	
	<p>The Corporation Board received the pre-circulated minutes of the meeting held on the 6 July 2023.</p> <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 6 July 2023.</i></b></p> <p><b><i>The Board formally approved the Part 2 Confidential Minutes of the meeting held 6 July 2023.</i></b></p> <p><b><i>The Board formally approved the Part 3 Strictly Confidential Minutes of the meeting held 6 July 2023 and circulated under separate cover as a true and accurate record.</i></b></p>	
<b>850</b>	<b>Actions Register</b>	
	The Board received the updated actions register and it was noted that there were no outstanding actions points to be raised.	
<b>851</b>	<b>Chief Executive Report – September 2023</b>	
	<p>The Chief Executive presented his Chief Executive Report to September 2023 which included an update on Enrolment for 2023/24 and Performance Data for 2022/23 and stated that it had been a good report to write as he was pleased to report some very positive outcomes for the College.</p> <p><b>Enrolment 2023/24</b></p> <p>The Chief Executive referred to his report and explained that the enrolment update included data for Full time 16–18-year-olds and adult learner (excluding commercial courses and apprentices).</p> <p>The Board noted that enrolments had gone well and that they were up by 100 learners of which a breakdown was provided within the report.</p> <p><b>Performance Data</b></p> <p>The Chief Executive reported that overall, the College had achieved a good outcome and that there had been a 3% improvement compared to the previous year. The Board were referred to Table 6 within the report which showed a good improvement particularly in respect of Hadlow and Tonbridge.</p> <p>The Chief Executive stated that he was very pleased with the outcomes for Tonbridge which had seen an outstanding rate of improvement with an overall rise of 6% in year end results with significant improvements seen at every level. For Tonbridge, who was regularly in the bottom 5 Colleges for success nationally and was only 1% off the performance of Dartford and Gravesend, which was the one of the best was an incredible outturn in just 3 years. The report provided the Board with the comparative outcomes for each campus and by curriculum areas.</p> <p>Ms Moore asked why the English and Maths results were not mentioned in Table 8 of the report and it was explained that this was correct and that a detailed report would be made to the Quality &amp; Standards Committee in due course.</p>	

	<p>Dr Longman commented on enrolments and stated that he had heard that MidKent College recruitment had seen an exceptional increase in enrolments. The Chief Executive commented on the point made and provided further background details on the matter.</p> <p>Miss Sahota asked about the additional enrolments and that the increase varied across curriculum areas and asked how this impacted on staffing levels. The Chief Executive agreed that the increase in learners did fluctuate across campuses and curriculum areas and stated that Hair &amp; Beauty at Tonbridge had seen significant growth and that the SLT would ensure that the correct staffing levels were achieved.</p> <p>Miss Sahota asked about the AAT qualifications which was a difficult programme and the Deputy Principal/Strategy &amp; Curriculum commented that post Covid there had been a decline in success rates and that SLT knew there was something that needed to be done. He admitted that the Level 2 outcomes were particularly disappointing, and the College had taken steps to tighten their enrolment criteria to ensure students enrolled on the Level 2 programmes had a good chance of achieving the required results. He provided a detailed explanation of the actions and support that were being taken to address the issues around technical accountancy at Level 2 and Level 3. Miss Sahota spoke about her own experience with an apprentice and the challenges she had faced in achieving the results.</p> <p>Miss Sahota further asked at what point would a decision need to be made to stop offering the qualification. The Deputy Principal/Strategy &amp; Curriculum gave his view but added that they needed to ensure that the full-time qualification was achievable. The Chief Executive further commented on the differences between apprenticeships in AAT and the full-time programme and explained that it was likely that these qualifications would evolve.</p> <p>Mr Martin stated that one could see from the summary of the report that the consistency in success rates across the College was impressive and commented that in his experience that the outcomes for 2022/23 were unprecedented particularly for a college having grown so quickly and within a short period of the acquisition. Mr Martin stated that it was an impressive performance that would be presented to external reviewers.</p> <p>The Chair echoed the sentiments of Mr Martin and stated that Dartford and Gravesend had always had consistently good outcomes but to see such a remarkable increase in outcomes for Tonbridge and Hadlow College was a testament to the SLT and all staff in delivering the agreed Strategic Plan post-acquisition.</p> <p>It was noted that the Quality &amp; Standards Committee would receive further in-depth reports on the success outcomes via the Self-Assessment Report in early October.</p> <p><b>Received</b></p> <p><b>The Board received the Chief Executive Report for September 2023.</b></p>	
<b>18:00hrs</b>	<b>Mr Smith joined the meeting</b>	

852	<b>Monthly Management Accounts July 2023 – Deputy Chief Executive Part 2 – Confidential Business – Commercially Sensitive</b>	
18:14hrs	<b>Mr Gurney joined the meeting</b>	
853	<b>Termly Safeguarding Report and Annual Review of the Safeguarding Policy</b>	
	<p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement presented the Termly Safeguarding report and referred to the updated and revised policy and the substantive changes that had been made to meet current legislation.</p> <p>Filtering and Monitoring was one of the major changes to the policy and the requirements around the filtering and monitoring was explained to the Board. It was explained that the required software licences have been implemented to ensure that the corrects filters and monitoring systems were in place across the college network.</p> <p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement referred to the Safeguarding Audit that had been conducted in the summer term and was pleased to report that significant assurance had been given by the internal auditors with a minor recommendation which related to training to ensure that all staff completed the KCSiE training. She was pleased to report that staff training in safeguarding was currently 93% complete with a completion date set for 29<sup>th</sup> September 2023. It was further explained that technically they would not achieve 100% compliance on training as this was due to some staff being on maternity leave or invigilators that were not in office at this particular time of the academic year but that they would ensure that these are captured as they return to college.</p> <p>The Board were advised that the Designated Safeguarding Lead Training took place in August for key staff members, including the WST, Residential Team, Prevent Lead, and Head and Deputy Heads of ALS. Further training will take place during October 2023 for the SLT, HR and Link Safeguarding Governor. This training will take place annually to ensure staff are informed of key safeguarding updates.</p> <p><b>Safeguarding Policy, Procedures &amp; Guidance Review</b></p> <p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement explained that Kate Young had been commissioned to review the college Safeguarding Policy and Procedures and she had made some suggested amendments to the policy hence the updated version that had been added to the agenda bundle. The policy showed the changes made in tracked changes 'yellow' for ease of reference.</p> <p>The Chair thanked the Deputy Executive Principal/Teaching, Learning &amp; Improvement for the work put into the report and for the robust reviewing process of the policy.</p> <p>Mr Martin was asked for his comments on the report and policy, and he stated that a remarkable amount of positive work had gone into safeguarding over the past year and was pleased that external consultants had been engaged to review the policy. Mr Martin referred to the Governance Report presented later in the agenda and the update on Safeguarding requirements and the importance of governors ensuring that they had undertaken the required mandatory training and understood their responsibilities.</p>	

	<p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement stated that it would be important for governors to cover in further depth the responsibilities around safeguarding and stated that she would be producing a training video shortly which governors could access and complete at time most convenient to them.</p> <p>The Chair thanked the Deputy Executive Principal/Teaching, Learning &amp; Improvement and stated that governors would be asked to complete the training and supplementary quiz within a set deadline.</p> <p><b><i>Formally approved.</i></b></p> <p><b><i>The Board formally approved the proposed amendments to the Safeguarding Policy, Procedures &amp; Guidance document.</i></b></p>	
854	<p><b>Teaching &amp; Learning Policy</b></p> <p><b>Quality Assurance &amp; Improvement Policy</b></p>	
	<p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement presented the two policies for Board approval and referred to discussions at previous Board meetings whereby governors were advised of the intended changes to the Teaching &amp; Learning Policy.</p> <p>The Board were advised that over the last couple of years post-acquisition that they had been able to ascertain the overall quality of teaching and learning across the 4 campuses, which had shown that over 95% of teaching staff were either good or outstanding and that where practice had been deemed in need of support, prompt action-plans had been implemented with those staff.</p> <p>Another indicator for the Quality of teaching and learning was in the student outcomes across the curriculum areas, which had shown an overall improvement, and for several areas, a significant improvement. The College would not be able to reach the overall outcomes if they did not have at least good teaching and learning. The proposed amendments to the policy were based on the above point and the previous observation grade profile for the whole College staff, and SLT were therefore recommending to the Board that the College move to an ungraded model of lesson observation.</p> <p>The Board were advised that UCU had been consulted on the changes and Mr Nicholas Smith commented that they were very supportive of the policy as it was less confrontational and gave staff the opportunity to open up about any concerns and that it was a supportive structure.</p> <p>The Deputy Executive Principal, Teaching, Learning &amp; Improvement thanked Mr Smith for his comments and added that training had been undertaken for 'Visitors'.</p> <p>Dr Longman stated that for some longstanding governors there had always been a question around learning outcomes and whether this would support learner outcomes. The Deputy Executive Principal agreed that this was very important and key during the 'visits' for all learners.</p> <p>Mr Martin stated that it was a good step to take forward in respect of Teaching &amp; Learning and that it would be a key role for the Quality &amp; Standards Committee that they effectively monitor teaching and learning and were able to make the judgements as to the quality of teaching and learning going forward.</p>	

	<p>Governors were advised that the ‘visits’ were not a passive one but an interactive one engaging with staff and students.</p> <p>Mr Smith provided the board with an insight into the original observation grades and spoke about the benefits of the new policy and why he felt it would benefit and support the improvement of teaching and learning in the class.</p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the new Teaching &amp; Learning Policy as recommended.</i></b></p> <p><b>Quality Assurance &amp; Improvement Policy</b></p> <p><b>Approved</b></p> <p><b>The Board formally approved the proposed Quality Assurance &amp; Improvement Policy.</b></p>	
<b>855</b>	<b>Audit Committee minutes of the meeting held 14 September 2023</b>	
	<p>Mr Gurney opened the discussions and stated that he had held a meeting with Mr Goddard of Scrutton Bland in advance of the meeting held on the 14 September 2023 to go through the draft Internal Audit Strategic Plan for 2023/24 and had shared his comments with Mr Jones who had kindly chaired the meeting in his absence.</p> <p>Miss Sahota presented the minutes of the meeting held on the 14 September 2023 and went through the key items of business covered during the meeting as follows:</p> <p>Internal Audit Reports – Funding Assurance Report and Safeguarding Report</p> <p>Internal Audit Strategic Plan for 2023/24</p>	
<b>856</b>	<b>Internal Audit Services Strategic Internal Audit Plan for 2023/24</b>	
	<p><b><i>Formally approved.</i></b></p> <p><b><i>The Board formally approved the proposed Strategic Internal Audit plan for 2023/24 as recommended by the Audit Committee.</i></b></p>	
<b>857</b>	<b>Buzzacott – Engagement Letter</b>	
	<p>The external auditors had recently advised that their current engagement letter normally updated every 5 years for the separate Teachers Pension Audit needs to be updated.</p> <p><b><i>Formally approved.</i></b></p> <p><b><i>The Board formally approved the Engagement Letter as recommended by the Audit Committee and Chair of Corporation to sign the letter.</i></b></p>	
<b>858</b>	<b>Search, Governance &amp; Remuneration Committee minutes of the meeting held 14 September 2023</b>	
	<p>Ms Henwood presented the most recent minutes of the Search, Governance &amp; Remuneration Committee meeting held on the 15 June 2023 and stated that the Committee had been busy during the summer recruiting new governors and was pleased to report that having engaged Peridot Partners to conduct the search exercise that 3 new candidates had been identified for appointment.</p>	

	<p><b>Mrs Suzanne Davies – Sabbatical extension</b></p> <p>Ms Henwood informed the Board that Mrs Suzanne Davies had requested a further extension to her approved sabbatical which would have ended on the 1<sup>st</sup> of September 2023. The Search, Governance &amp; Remuneration Committee had considered the request and accepted the reasons provided as reasonable and it was agreed that the skills and expertise that Mrs Davies brought to the Board were very much valued. The recommendation was therefore to extend Mrs Davies sabbatical for a further 6 months to the 1 March 2024.</p> <p><b>Approved</b></p> <p><b><i>The Board formally approved the extended sabbatical for one final 6-month period to 1 March 2024.</i></b></p> <p><b>Board Membership appointments</b></p> <p><b><i>Formally approved.</i></b></p> <p><b><i>The Board formally approved the appointment of the 3 new external governors as recommended by the Search, Governance &amp; Remuneration Committee with effect from 29 September 2023 with their first meeting being the Corporation Board meeting due on the 2<sup>nd</sup> of November 2023.</i></b></p> <ol style="list-style-type: none"> <li>1. <b><i>Irene Redman</i></b></li> <li>2. <b><i>Heidi King</i></b></li> <li>3. <b><i>Emma Cosby</i></b></li> </ol> <p><b><i>The Corporation Board received the updated committee membership schedule provided and formally appointed the following new governors to the respective committees as determined by the SG&amp;R Committee</i></b></p> <p><b><i>Irene Redman – ESCP Committee</i></b></p> <p><b><i>Emma Cosby – Q&amp;S Committee</i></b></p> <p><b><i>Heidi King – Q&amp;S Committee</i></b></p> <p>Governors were asked to consider becoming Governor Buddies for the newly appointed governors and to notify the Clerk &amp; Governance Advisor to the Board if they were prepared to take on this role.</p> <p>Dr Longman asked about the Boards Succession Planning and the plans for the appointment of a new Chair &amp; Vice Chair of Corporation as 3 long standing governors would be reaching the end of their terms of office in May 2024. The Chair informed the Board that discussions were ongoing and that the plan was to appoint the Chair and Vice Chair elect in December 2023 to allow for a 5-month handover period to May 2024.</p>	
859	<b>Estates Strategy &amp; Capital Projects Committee minutes of meeting held 19 September 2023 – Part 2 Confidential – Commercially Sensitive</b>	
862	<b>Any other Business</b>	

	<b>Hadlow Rural Community School – Part 2 Confidential – Commercially Sensitive</b>	
<b>863</b>	<b>Staff Governors were excused from the meeting at 19.20hrs.</b>	
<b>864</b>	<b>Confidential Part 3 Business – Staff Governors/Students excused for the Part 3 Business item</b>	
<b>865</b>	<b>Date and time of the next meeting</b>	
	<p>The next meeting of the Corporation Board Thursday 2 November 2023 at 5.30pm via Teams.</p> <p>The meeting closed at 19.38hrs.</p> <p><b>MINUTES AGREED AS BEING A TRUE AND ACCURATE RECORD</b></p>	