



**North Kent College**

**Corporation Board**

**Part 1 Minutes (non-Confidential) of the meeting held on**

**Thursday 12 December 2024 at 17.30hrs held via Teams.**

**Members present:**

Mr. D Gleed	Chief Executive Officer/Executive Principal
Mr. L Jones	External Governor – Vice Chair of Corporation
Mrs I Redman	External Governor
Mr T Biring	External Governor
Ms S Henwood	External Governor
Mr. R Ogefere	External Governor
Mr P MacGahan	External Governor
Dr S Hubble	External Governor
Ms H King	External Governor
Mr E Barry	Student Governor
Ms E Cosby	External Governor
Mr M Jenkins	External Governor

**Apologies received.**

Ms J Spurgin	External Governor
Ms M Sahota	External Governor
Ms L Mills	Staff Governor
Ms J Grant	External Governor
Mr D Martin	External Governor – Chair of Corporation
Ms N Moore	Staff Governor

**Senior Leadership Members in attendance:**

Mr Lawrence Jenkins	Deputy Chief Executive
Mr Mark Andrews	Deputy executive Principal/Strategy & Curriculum
Ms Rhiannon Hughes	Deputy Executive/Teaching, Learning & Improvement
Mrs Yolanda Hughes	Clerk & Governance Advisor to the Board

<b>Minute No:</b>	<b>Minute recorded</b>	<b>Action/ Decision</b>
994	<b>Opening of Meeting and Apologies for Absence</b>	
	The Vice Chair of Corporation – Mr Jones opened the meeting at 17.30 hrs and welcomed all present. The Board were advised that in the absence of Mr Martin – Chair of Corporation that Mr Jones would chair the meeting which was agreed.	

	Apologies received from Ms J Spurgin, Ms M Sahota, Ms L Mills, Ms J Grant, Mr D Martin and Ms N Moore. It was noted for the record the meeting was quorate.	
995	<b>Corporation Board Appointments</b>	
	<p>The Chair formally welcomed the new Student Governor – Mr Elliot Barry.</p> <p>Mr Barry was appointed as the new Student Governor with effect from 12 December 2025 for a 1-year term of office. Mr Barry formally introduced himself to members of the Board providing a summary of his background and that he was currently on a Level 2 Media programme based at the Dartford site.</p> <p>Ms Lauren Mills – The Board formally appointed the new Staff Governor Lauren Mills for a two-year term of office with effect from 12 December 2024.</p>	
996	<b>Declarations of Interest</b>	
	There were no amendments or new declarations of interest declared other than those already registered and held on record.	
997	<b>Corporation Board Minutes – 24 October 2024</b>	
	<p>The Corporation Board received the pre-circulated minutes of the meeting held on the 24 October 2024.</p> <p><b><i>Formally approved subject to the above amendments</i></b></p> <p><b><i>The Board formally approved the Part 1 Corporation Board minutes of the meeting held on the 24 October 2024.</i></b></p> <p><b><i>The Board formally approved the Part 2 Confidential Minutes of the meeting held 24 October 2024.</i></b></p>	Minutes Approved
998	<b>Chief Executive Report to December 2024</b>	
	<p>The Chief Executive presented his report to December 2024 and stated that the report provided the Board with an update on External and Internal matters.</p> <p>Overview of Developments in the FE Sector</p> <ul style="list-style-type: none"> <li>• Level 3 Pause and Review The Chief Executive explained that on the 11 December 2024 it was announced that the review and scrapping of level 3 qualification had been paused and provided a detailed explanation of the current position. Governors were however advised that there remained many unanswered questions and that a further update would be given in due course.</li> <li>• £300m Budget Announcement</li> <li>• Curriculum and Assessment Review</li> <li>• Early indication of OFSTED changes</li> </ul> <p>Internal Updates</p> <ul style="list-style-type: none"> <li>• Changes to SLT arrangements</li> <li>• Latest position on 16-18 numbers</li> <li>• Recent Open Days</li> <li>• New Strategic Plan development</li> </ul>	

	<p>Kent FE Activity</p> <ul style="list-style-type: none"> <li>• High Needs Conference January 2025</li> <li>• Kent Colleges and Universities Meeting</li> <li>• Kent FE Governors Conference</li> </ul> <p>Ms Redman referred to the recent Open Days at the college and stated that the numbers detailed within the report were very promising and asked if there was a strong correlation between the numbers attending the open days and actual applications/enrolments. The Chief Executive explained that this was the case with exception of the Tonbridge campus this year for the reasons detailed within the report.</p> <p>Governors further asked whether the interest and applications were curriculum specific or across the board. It was explained that the numbers were up across the board in all areas which was extremely positive.</p> <p><b>Board received.</b>  <b>The Board accepted the report as presented noting the points raised.</b></p>	
<b>993</b>	<b>Annual Audit Committee Report to the Corporation Board &amp; Chief Executive as Chief Accounting Officer for the Year Ended 31 July 2024</b>	
	<p>Mr Jones as Chair of the Audit Committee formally recommended the Annual Audit Committee report to the Board for consideration and approval.</p> <p>It was explained that it was a requirement of the institutions funding body ESFA and the Post 16 Audit Code of Practice that the Audit Committee must produce an annual report for the corporation, summarising the committee's activities relating to the financial year under review. The Board were advised that there were no concerns to be brought to the Boards attention.</p> <p>The report must be approved by the Corporation Board prior to consideration of the FSA Post Audit Management Report and approval of the North Kent College Corporation Board Annual Financial Report for the period 1 August 2023 to 31 July 2024. Once formally approved the Chair of the Audit Committee will be asked to sign the master copy.</p> <p><b>Formally approved</b>  <b>The Board formally approved the Annual Audit Committee Report to the Board and CEO as Chief Accounting Officer for the Year Ended 31 July 2024.</b></p>	<p>Annual Audit Committee Report to the Board and CEO as Chief Accounting Officer for the Year Ended 31 July 2024. - Approved</p>
<b>994</b>	<b>NKC Letter of Representation</b>	
	<p>Mr Jones – Chair of the Audit Committee presented the Letter of Representation which was in a standard form produced in draft for the College to sign off as the basis of the declarations as laid out in order for the College's External Auditors Buzzacott to undertake their work and form an opinion of a true and fair view of the college accounts for 2023/24.</p>	<p>NKC Letter of Representation approved.</p> <p>Chair of Corporation to sign the master copy.</p>

	<p>If agreed then this letter will need to signed by the Chair of Governors in December after the account signing.</p> <p>Mr Jones alluded to the matter in respect of the Seamen’s Mission Building of which further detail was provided in the FSA Post Audit Management Report.</p> <p><b>Formally approved</b>  <b>The Board formally approved the NKC Letter of Representation as recommended by the Audit Committee. Chair of Corporation to sign the master copy.</b></p>	
<b>995</b>	<b>FSA Buzzacott – Post Audit Management Report for the Year Ended 31 July 2024</b>	
	<p>The Deputy Chief Executive presented the FSA Post Audit Management Report for the Year Ended 31 July 2024 and referred the Board to the key points raised within the document as follows:</p> <p>Recommendations:  Related Party Transactions  Bad Debtors Process  Old Creditors Balances  Cyber Insurance</p> <p>The Deputy Chief Executive commented on the recommendation for additional Cyber Security Insurance and stated that the college were in the process of seeking competitive quotes and feedback would be given in due course.</p> <p>Mr Jones commented that the committee had been through the Post Audit Management report in great detail and were satisfied with the findings and the comparative benchmarking data provided which demonstrated a positive position for the College.</p> <p>Governors commented on the Cash Reserves position within the report and the planned capital expenditure and commented positively on the current position. Governors queried the matter in respect of the existing Bank Loans and not utilising the cash reserves to pay off existing loans. The Deputy Chief Executive accepted the point made and reminded governors that in the summer the Corporation Board had approve the College Reserves Policy and the desired Cash in Hand levels and that the existing bank loan was a historical loan and that the college currently earned a higher interest rate on the cash reserves in comparison to the interest charged on the loan. The Board agreed that the approach taken by SLT in respect of the Bank Loan was a sensible approach.</p> <p><b>Approved</b>  <b>The Board formally approved the Post Audit Management Report for the Year Ended 31 July 2024 as recommended by the Audit Committee.</b></p>	<p>Post Audit Management Report for the Year Ended 31 July 2024 - approved</p>
<b>996</b>	<b>North Kent College – Financial Statements &amp; Members Report for the Year Ended 31 July 2024</b>	

	<p>The Deputy Chief Executive presented the Draft Financial Statements &amp; Members Report for the Year Ended 31 July 2024.</p> <p>The Deputy Chief Executive explained in detail that the overall College audited financial statement had changed by £333k (page 21 – Statement of Comprehensive Income) from the figures reported in the management accounts from October following a review of provisions in November.</p> <p>This moved the Operating Surplus from £722k to £364k, and Statutory Accounts figures from a deficit of £830k to £1,163k after the main write off of takeover depreciation of £1,942k.</p> <p>As a result, this now also included a repayment of £225k back to the ESFA due under the Hadlow and Tonbridge Grant Funding Agreement. Under this agreement, the College was required to pay back 45% of any additional surplus above an agreed level. The 45% effectively representing the size of the new sites as a proportion of the enlarged college. This is in place until July 2025.</p> <p>A breakdown of the adjustments and operating position and statutory positions were set out in the executive summary showing the movement between October and November.</p> <p>The Board were further advised that the College maintained a Good Financial Health Position.</p> <p><b><i>Formally approved</i></b>  <b><i>The Board formally approved the NKC Financial Statements &amp; Members Report for the Year Ended 31 July 2024 as recommended by the Audit Committee.</i></b></p>	<p>NKC Financial Statements &amp; Members Report for the Year Ended 31 July 2024 - approved</p>
<p><b>997</b></p>	<p><b>NKC Business Services Limited – Letter of Representation</b>  <b>NKC Business Services Minutes of AGM held 22 November 2024</b>  <b>NKC Business Services Limited End of Year Financial Statements</b></p>	
	<p>The Deputy Chief Executive presented the following documents for Board approval.</p> <p><b>NKC Business Services Ltd – Letter of Representation</b>  Letter of Representation was in a standard form produced in draft for NKCBS Limited to sign off as the basis of the declarations as laid out in order for the College and Company’s External Auditors Buzzacott to undertake their work and form an opinion of a true and fair view of the college accounts for 2023/24.</p> <p>If agreed, then the master copy would be signed by the Lead Director – David Glead.</p> <p><b>NKC Business Services Ltd Minutes of the AGM held 22 November 2024</b></p> <p><b>NKC Business Services Ltd Financial Statements for the Year Ended 31 July 2024</b></p> <p><b><i>Formally approved</i></b></p>	<p>NKC Business Services Ltd – Letter of Representation and NKC Business Services Ltd Financial Statements for the Year Ended 31 July 2024- approved</p>

	<b><i>The Board formally approved the NKC Business Services Ltd – Letter of Representation and NKC Business Services Ltd Financial Statements for the Year Ended 31 July 2024.</i></b>	
<b>998</b>	<b>NKC Annual Self-Assessment Report for 2023/24</b>	
	<p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement presented the Annual Self-Assessment Report for 2023/24 as considered and reviewed by the Quality &amp; Standards Committee on the 19<sup>th</sup> November 2024.</p> <p>The Board were informed of the overall grades for 2023/24 academic period as detailed in the report which were as follows:</p> <p>Whole College Judgement 2023/24</p> <p>Overall Effectiveness - Good  Quality of Education - Good  Safeguarding - Effective  Effectiveness of Leadership &amp; Management - Good  Behaviour &amp; Attitudes - Outstanding  Personal Development - Good  Apprenticeships - Good  High Needs - Good  Adults – Good</p> <p><b><i>Formally approved</i></b>  <b><i>The Board formally approved the NKC Annual Self-Assessment Report for 2023/24 as recommended by the Quality &amp; Standards Committee and thanked all concerned for producing the document.</i></b></p>	NKC Annual Self-Assessment Report for 2023/24 - approved
<b>999</b>	<b>Quality Improvement Plans for 2024/25</b>	
	<p>The Deputy Executive Principal/Teaching, Learning &amp; Improvement presented the proposed Draft Quality Improvement Plans for 2024/25 which covered Departments A, B, C, D and Hadlow. It was noted that Quality &amp; Standards Committee had been through the documents in detail which covered the areas identified for improvement and would continue to monitoring progress against these objectives over the academic period.</p> <p><b><i>Approved</i></b>  <b><i>The Board received and approved the NKC Quality Improvement Plans.</i></b></p>	
<b>1000</b>	<b>Finance Report Monthly Management Accounts – Part 2 Confidential – Commercially Sensitive</b>	
<b>1001</b>	<b>Finance Report 1<sup>st</sup> Financial Forecast for 2024/25 – Part 2 Confidential – Commercially Sensitive</b>	
<b>1002</b>	<b>Annual Health &amp; Safety Report and Health &amp; Safety Management Plan</b>	
	The Deputy Chief Executive presented the Health & Safety Report and the Health & Safety Management Plan which provided the Board with an	

	<p>update on progress towards completion of the Health and Safety Management Plan 2021.</p> <p>The H&amp;S Management Plan adopted in 2021 was now virtually completed with only 4 of the original 41 action points outstanding which were noted as the following:</p> <p>Action 6.3 – Exercise the NKC Business Continuity Plan (BCP) The review of the Business Continuity Plan was completed in May-24, drawing on experience of exercising the Hadlow Critical Incident Plan with Tonbridge &amp; Malling BC and audits conducted by the College Insurer and Risk Evolves. A JISC scenario-based test of the BCP (including the IT disaster Recovery Plan) is booked for the 19th of February 2025, which will involve all members of the SLT and the IT Department. Successful completion of the planned exercise will close this action.</p> <p>Action 8.1 – Conduct Staff Safety Survey</p> <p>This is a value-added point, which aims to both assess the understanding of a representative cross section of staff of their individual safety responsibilities and also obtain their views of health &amp; safety within the College.</p> <p>Action 22.1a – Conduct an Audit of Equipment against statutory Requirements</p> <p>This action aims to provide assurance that equipment with the potential to impact safety is not overlooked when planning servicing and checks, by generating one central asset list of all equipment. The plan was to engage external consultants to undertake an audit of the College’s mechanical and electrical equipment against SFG20, which is the industry standard for building maintenance specification and is used in sectors such as healthcare, retail and education. However, the quotes received proved extortionate due to the scale of the task. Therefore, with the support of the consultants who conduct the annual Statutory Inspections at the College, an alternative risk-based approach is being adopted to ensure safety-critical equipment such as lifting equipment, local exhaust ventilation and pressure systems are recorded on a central register.</p> <p>Actions 25.2 and 26.1 – Accident Investigations by Managers</p> <p>These two actions are linked and relate to the requirement for Department Managers to investigate accidents which occur within their field of responsibility.</p> <p><b><i>Received The Corporation Board having reviewed the Health &amp; Safety Report and progress against the Health &amp; Safety Management Plan accepted the report as presented.</i></b></p>	
1003	<b>Committee Report – Minutes of the Audit Committee meeting held 28 November 2024</b>	

	The Corporation Board received the draft minutes of the last Audit Committee meeting held on the 28 November 2024.	
<b>1004</b>	<b>Internal Audit Services – Annual Internal Audit Report for the Year Ended 31 July 2024</b>	
	<i>Received</i> <i>The Corporation Board formally received the IAS – Scrutton Bland Annual Internal Audit Report for 2023/24 as recommended by the Audit Committee.</i>	
<b>1005</b>	<b>Policies</b> <b>Gifts &amp; Hospitalities Policy</b> <b>PIDA – Whistle Blowing Policy &amp; Procedure</b>	
	<i>Approved</i> <i>The Corporation Board formally approved the revised Gifts &amp; Hospitalities Policy and the PIDA Whistle Blowing Policy as recommended by the Audit Committee</i>	
<b>1006</b>	<b>Committee Report</b> <b>Search Governance &amp; Remuneration Committee minutes of the meeting held 12 November 2024</b>	
	<p>Ms Henwood – Chair of the Search, Governance &amp; Remuneration Committee presented the draft minutes of the meeting held on the 12 November 2024 in which the following business was undertaken and drew governors attention to 4 key points.</p> <ul style="list-style-type: none"> <li>• Part 3 - Strictly Confidential - SPH Performance Review 2023/24 &amp; Objectives 2024/25</li> <li>• Part 3 Confidential - Deputy Chief Executive SPH Performance Review 2023/24 and Objectives for 2024/25</li> <li>• Part 3 Confidential - Deputy Executive Principal/Teaching, Learning &amp; Improvement - SPH Performance Review 2023/24 and Objectives for 2024/25</li> <li>• Search Governance &amp; Remuneration Committee Terms of Reference Annual Review</li> <li>• Corporation Board &amp; Committee Membership</li> <li>• Board Membership Skills Analysis</li> <li>• Board Attendance Data 2024/25 update &amp; Final for 2023/24</li> <li>• Corporation Board Declarations of Interest as at September 2024</li> <li>• Corporation Board Mandatory Training Record</li> <li>• Governance Improvement Action Plan</li> </ul>	

	<ul style="list-style-type: none"> <li>• SPH Remuneration Report to the Corporation Board for 2023/24 -</li> </ul> <ol style="list-style-type: none"> <li>1. Board Membership / Additional Roles Board advised that the SG&amp;R Committee were still seeking volunteers for the Higher Needs Learning Governor role. Any interested governors to contact the Clerk.</li> <li>2. Board/Committee meeting survey – Governors were advised that the Clerk would be conducting a survey in due course to gauge governors views on board meetings.</li> <li>3. ICE Visits – Ms Henwood expressed concerns regarding the level of attendance at the scheduled ICE visits and governors were given the opportunity to share their views on the matter. The Deputy Executive Principal/Strategy &amp; Curriculum referred to the last ICE visit at Gravesend and stated that although attendance levels had been low that he very much welcomed governors attending the events as they were extremely valuable to staff and students. Ms Redman commented that although she not been able to attend an ICE visit asked whether the starting time for the visits was negotiable. Governors discussed the start time currently set at 9am and agreed that there was scope to delay the start times or move the sessions to the afternoon dependent on governors preference and that generally speaking the ICE visits was a great opportunity to engage with staff and students.  Noted that the next ICE visit was scheduled for 3 March 2025 at the Tonbridge Campus.</li> <li>4. Mandatory Training – Governors were once again reminded that it was essential that all mandatory training was undertaken at the earliest opportunity to ensure full compliance. The Clerk would email governors to let them know what training was outstanding.</li> </ol> <p><b>Received</b> <b><i>The Board received the minutes of the Search, Governance &amp; Remuneration Committee meeting held 12 November 2024.</i></b></p>	
1007	<b>Search, Governance &amp; Remuneration Committee Terms of Reference &amp; Annual Workplan</b>	
	<b>Approved</b> <b>The Board formally approved the revised SG&amp;R Committee Terms of Reference and Business Workplan for the 2024/225 period.</b>	
1008	<b>Board Membership</b>	
	<p><b>The Board received the updated report on Board Membership as presented.</b></p> <p><b>Committee Membership</b> <b>Approved</b> <b><i>The Board formally approved the appointment of Mr Louis Jones as a Member of the Search Governance &amp; Remuneration Committee as recommended by the SG&amp;R Committee.</i></b></p>	

<b>1009</b>	<b>Senior Postholders Remuneration Report for the Year Ended 2023/24</b>	
	<i>Approved</i> <b>The Board formally approved the Annual SPH Remuneration report for the Year Ended 2023/24 as recommended by the SG&amp;R Committee.</b>	
<b>1010</b>	<b>Governance Improvement Action Plan - update</b>	
	Ms Henwood presented the updated Governance Improvement Action Plan for monitoring purposes and was pleased to report that progress was being made although there were a number of key outstanding action points.  <i>Received</i> <b>The Board received the GIAP as at December 2024</b>	
<b>1011</b>	<b>Committee Report</b> <b>Quality &amp; Standards Committee minutes of meeting held 19 November 2024</b>	
	Ms King in the absence of Mr Martin – Chair of Q&S Committee presented the minutes of the last Quality & Standards Committee meeting held on the 19 November 2024.  Business covered during this meeting:  <ul style="list-style-type: none"> <li>• Annual Self-Assessment Report for 2023/24</li> <li>• Quality Improvement Plan - 2024/25</li> <li>• Teaching, Learning &amp; Improvement Report</li> <li>• Annual HE Report</li> </ul> <i>Received</i> <b>The Board received the minutes of the last Q&amp;S Committee meeting noting the business that had been conducted during the meeting.</b>	
<b>1012</b>	<b>Committee Report</b> <b>Estates Strategy &amp; Capital Projects Committee minutes of meeting held 27 November 2024 – Part 2 Confidential – Commercially Sensitive</b>	
<b>1014</b>	<b>Any other Business</b>	
	None	
<b>19.20hrs</b>	<b>Barry Elliot – Staff Governor excused from the meeting .</b>	
<b>1015</b>	<b>Part 3 – Strictly Confidential Business</b>	
<b>19.35hrs</b>	<b>SLT excused from meeting.</b>	
<b>1016</b>	<b>SPH Performance Management Report for Year Ended 2023/24 – Part 3 Strictly Confidential Business</b>	
<b>1017</b>	<b>Date &amp; Time of the next meeting</b>	
	The next Corporation Board meeting was scheduled for the 27 March 2025 at 17.30hrs.	

	Meeting closed at 19.41hrs	
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