



North Kent College

Corporation Board

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

Thursday 22 May 2025 at 17.30hrs held via Teams.

Members present:

Mr. D Gleed	Chief Executive Officer/Executive Principal
Mr D Martin	External Governor – Chair of Corporation
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
Mr E Barry	Student Governor
Mr M Jenkins	External Governor
Ms J Spurgin	External Governor
Ms J Grant	External Governor
Mr D Higbee	Staff Governor
Mr R King	Staff Governor

Senior Leadership Members in attendance:

Mr L Jenkins	Deputy Chief Executive
Mr M Andrews	Deputy executive Principal/Strategy & Curriculum
Ms R Hughes	Deputy Executive/Teaching, Learning & Improvement
Mrs Y Hughes	Clerk & Governance Advisor to the Board

Minute No:	Minute recorded	Action/ Decision
1037	Opening of Meeting and Apologies for Absence	
	The Chair of Corporation – Mr Martin opened the meeting at 17.31 hrs and welcomed governors and members of the Senior Leadership Team to the meeting and opened proceedings Apologies had been received from Ms Sahota and Ms King.	
1038	Declarations of Interest	
	There were no amendments or new declarations of interest declared other than those already registered and held on record.	
1039	Corporation Board Minutes – 27th March 2025	
	The Corporation Board received the pre-circulated minutes of the meeting held on the 27 th March 2025.	Minutes Approved

	<p>Formally approved</p> <p>The Board formally approved Part 1 Corporation Board minutes of the meeting held on the 27 March 2024.</p> <p>The Board formally approved Part 2 Confidential Minutes of the meeting held 27 March 2024.</p>	
1040	<p>Chief Executive Report – Strategic Plan 2025-2029</p>	
	<p>The Chair opened the discussions and formally thanked the Chief Executive and SLT for the comprehensive draft Strategic Plan presented to the board for consideration and approval.</p> <p>The Chief Executive introduced the new Strategic Plan for 2025–2029, outlining key themes as discussed at the Strategic Planning day held October 2024 and follow up discussions in December 2024 and March 2025. The plan featured an updated mission, strategic ambitions, and a SMART monitoring framework.</p> <p>The College’s Vision is to:</p> <p>Consistently recognised as a national leading vocational centre dedicated to delivering outstanding teaching & learning;</p> <p>Deliver courses that continue to reflect local and regional industry needs and be in fields where we have a proven track record; and</p> <p>Train and educate learners who will be seen as the first choice by employers</p> <p>Ambition 1 - Identity and Purpose</p> <p>Ambition 2 - External Engagement Expectations Exceeded</p> <p>Ambition 3 - Staff Well Being at the Core of our Culture</p> <p>Ambition 4 - Student Engagement and Enrichment – Beyond the Classroom</p> <p>Ambition 5 - Inclusive Environment that removes Barriers</p> <p>Ambition 6 - Excellence in Our Delivery, Outstanding in our Outcomes</p> <p>Ms Henwood commended the clarity and energy of the document, particularly the focus on student enrichment. She questioned whether it should reference Ofsted more explicitly. The Chief Executive confirmed that the Ofsted recommendations around learner enrichment actions were woven into the plan but added that, with the unknown changes to the Education Inspection Framework, it was more a question of the new inspection framework would look in the future.</p> <p>The Chair highlighted the importance of flexibility in the plan given the dynamic educational environment and certainly in terms of the operational plans that support the strategy.</p> <p>Dr Hubble raised what appeared to be a potential contradiction and stated that the vision statement at the beginning spoke about delivering courses in areas where the College had a proven track record and then further down one of the targets spoke about the college developing a new and unique offer. The Chief Executive accepted the point made and agreed with Dr Hubble’s observation and explained that what the College were looking to</p>	

	<p>do was to focus on what it did well but not be blind to new opportunities and avenues that exist as well.</p> <p>Decision:</p> <p>The Board formally approved the Strategic Plan as the agreed basis for implementation.</p>	
1041	<p>Finance & Resources – Part 2 Confidential Business – Not for public record – Commercially Sensitive</p> <p>Monthly Management Accounts – March 2025</p>	
1042	<p>Buzzacott Novation Letter – Confidential Part 2 Business</p>	
1042	<p>Annual Accountability Statement 2025/26</p>	
	<p>The Deputy Principal/Strategy & Curriculum presented the final draft of the Annual Accountability Statement (AAS) for 2025/26, emphasising that it forms part of the College’s contractual and statutory obligation under the Skills and Post-16 Education Act and associated Department for Education (DfE) reforms. He explained that this document is required to be published on the College’s website in Autumn 2025 and sat separately from the Strategic Plan due to its narrower focus on national and local skills priorities.</p> <p>The Board were informed that the Annual Accountability Statement:</p> <ul style="list-style-type: none"> • Responds to increased emphasis from DfE on specific national skills priorities, including areas such as HTQs, T Levels, apprenticeships, bootcamps, and new technical pathways. • Summarises the College’s external-facing commitments, evidencing how NKC contributes to priority skills areas and sectoral employment needs. • Includes a refreshed Section 5 focusing on local needs, which now incorporates a statement from the Quality and Standards Committee reviewing how the College meets its responsibilities in this regard. • Has undergone minor updates since its presentation to the Q&S Committee, aligning terminology with the new Strategic Plan — specifically the inclusion of a revised metric targeting sector-relevant destinations for learners. <p>Ms Redman asked whether the College was provided with a format and for the document or whether it was a wholly college generated document and whether other institutions had similar formats.</p> <p>The Deputy Principal/Strategy & Curriculum explained that the DfE guidance was light on format — it provided the section headings, but each college adapts as needed. When these were first introduced, some colleges, including MidKent, developed trailblazer versions. The College broadly follow those models — so they’re similar, but not identical.”</p> <p>Ms Redman commented that the document was quite comprehensive — and very easy to understand, clear and straightforward to read.</p>	

	<p>The Chair stated that the document was an important document for publication, and it's good that we've taken the time to ensure it aligns with both our internal planning and external priorities.</p> <p>Formally approved The Board formally approved the Annual Accountability Statement for 2025/26.</p>	
1043	<p>Confidential Part 2 Commercially Sensitive Committee Report – Minutes of the Estates Strategy & Capital Projects Committee</p>	
1044	<p>Committee Report Quality & Standards Committee meeting</p>	
	<p>Mr Martin – Chair of the Quality & Standards Committee presented the minutes of the meeting held 8 May 2025 and provided a summary on the key points addressed during the meeting which included:</p> <p>Careers Matrix Report – Noted that the College had done exceptionally well in the latest Career Matrix accreditation and it was a testament to the hard work staff put into ensuring that the careers advice given to learners was of a high standard.</p> <p>English & Maths Report – The Chair added that a detailed report had been received by the committee and it was evident that the English & Maths department were under very good leadership and that the college was providing students with an increasing level of maths and English support whilst recognising that there were challenges into 2025/26 in terms of the amount of hours maths and English delivery based on Government requirements.</p> <p>Annual Accountability Statement – as referenced earlier in the meeting the Quality & Standards Committee had reviewed and discussed the draft Annual Accountability Statement at length and made formal recommendation to the Board for approval.</p> <p>Quality Improvement Plan – an update was provided by the respective members of SLT for each of the departments.</p> <p>Teaching & Learning Report – a detailed Teaching & Learning Report was reviewed.</p> <p>Termly Safeguarding & Wellbeing Report – circulate to Board for information.</p> <p>T Level Delivery Plan and Mapping Document – The Quality & Standards Committee had received and considered the T Level Delivery Plan and Mapping document which was agreed as per IAS recommendations.</p> <p>Received and noted The Board received and noted the work undertaken by the Quality & Standards Committee.</p>	
1045	<p>Teaching & Learning Report</p>	
	<p>Received</p>	

	The Board received the Teaching & Learning Report as reviewed by the Quality & Standards Committee.	
1046	Termly Safeguarding & Wellbeing Report – May 2025	
	Received The Board received and noted the content of the Termly Safeguarding & Wellbeing Report to May 2025 for information purposes.	
1047	Governance – Board Membership	
	The Clerk & Governance Advisor referred to the paper in respect of a Board member and informed the Board that the Search, Governance & Remuneration Committee were seeking retrospective approval for the agreed sabbatical for Emma Cosby as of April 2025 to 1 September 2025. The report provided an explanation for the agreed sabbatical which was accepted by the Board. <i>Formally approved</i> <i>The Board retrospectively approved the 6-month Sabbatical for Ms Emma Cosby effective April 2025 to 1 September 2025 at which point Ms Cosby’s position would be reviewed.</i>	
1048	HR Report – Policies	
	The Chief Executive presented the HR report which consisted of several policies that had been updated to take account of the latest legislation. <i>Formally approved</i> <i>1. The Board approved the revised Flexible Working Policy</i> <i>2. The Board formally approved the revised Family Friendly Policy and the 9 policies within the Family Friendly Policy as follows:</i> <i>a. Approved changes to Maternity Policy including the introduction of an extended period of protection from redundancy as set out in the Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024.</i> <i>b. Approved statutory changes to Paternity Policy, which has been amended to provide more flexibility for taking this type of leave. In addition, approval is sought to enhance the College paternity pay rate to mirror the payments provided within the first two weeks of maternity/adoption leave i.e. 90% of average weekly earnings in all cases, rather than the lower of the statutory rate or 90% of earnings.</i> <i>c. Approved the statutory changes to the Adoption Policy which have been updated in relation to surrogacy and overseas adoption arrangements and updates to use inclusive language, specifically extending the policy to include same sex male partners.</i>	

	<p>d. Approved the statutory changes to the Shared Parental Leave Policy which extend process in line with changes to the Maternity and Adoption Policies.</p> <p>e. Approved the statutory changes to the Time off for Antenatal Care Policy which has been extended to incorporate changes to Adoption Policy.</p> <p>f. Approved the statutory changes to the Parental Leave Policy incorporating legislative changes to the Adoption Policy and provisions allowing parents to use leave to care for children in receipt of Disability Living Allowance.</p> <p>g. Approved the new policy for Neonatal Care Pay and Leave which provides a new statutory entitlement to up to 12 weeks' leave and pay for parents of babies needing neonatal care, which came into effect from 6 April 2025.</p> <p>h. Approved the amendments to Parental Bereavement Leave Policy which has been updated for clarity and confirmation of eligibility.</p> <p>i. Approve the new Carer's Leave policy, which introduces a new statutory entitlement to 5 days of unpaid leave per year for the purposes of caring for a dependent, from day one of employment, in line with the Carer's Leave Act 2024.</p>	
1049	Any other Business	
	<p>The Chair thanked everyone for attending the meeting and excused the Staff and Student Governors from the meeting.</p> <p>18.39hrs Mr King, Mr Digbee and Mr Barry were excused from the meeting prior to the Part 3 Strictly Confidential business item.</p>	
1050	Date & Time of the next meeting	
	<p>Meeting closed at 19.25hrs.</p> <p>The next Corporation Board meeting was scheduled for the 3 July 2025 at 17.30hrs.</p>	
1051	<p>Part 3 Strictly Confidential Business – Not for public/staff/student governors</p> <p>Chief Executive Report</p>	