



Full Governing Body Minutes

Meeting	Full Governing Board	Date	28 th January 2020
Location	Alfred Yarrow Room, Yarrow Hotel, Broadstairs	Time	5.30pm
Attendees	Charles Buchanan (Chair), Graham Razey (Chief Executive Officer), Gail Clarke, Miranda Chapman, Tim Kent, Peter Wood, Peter Troke, John Korzeniewski, Peter Cheney, Richards Brooks, Joanna Worby, Gregg Skinsley-Stephens (Staff Governor) and Lucas Hammond (Student Governor)		
In Attendance	Anne Leese (Deputy Chief Executive Officer) Chris Legg (Chief Finance and Commercial Officer) Tammy Mitchell (CEO EKC Schools Trust) Paul Sayers, (Chief Strategy Officer) Andrew Stevens (Chief Operating Officer) Sandy Foster (Interim Director Governance and Corporate Services) Jamie Weir (Invited Observer)		

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	<p>The Chair welcomed members to the meeting with a particular welcome to Gregg Skinsley-Stephens as the newly elected Staff Governor. Apologies were received from Jonathan Clarke.</p> <p>The Search & Governance Committee are recommending the appointment of the new Staff Governor Gregg Skinsley-Stephens. GSS introduced himself and his history with the Group. He started as a student at Canterbury College and subsequently gained employment and is looking forward to contributing to the strategic aims of the Group and to benefit from the networking opportunities.</p> <p>RESOLVED: The appointment of Gregg Skinsley-Stephens for a two-year term of office from 28th January 2020.</p>	

		The Chair congratulated the CEO on behalf of the Board on his recent public recognition of services to education by the award of an OBE in December 2019.	
2	Declarations of Interest	There were no declarations of interest at the meeting apart from the standing declarations.	
3	Minutes of the Meeting	The minutes of the meeting held on 17 th December 2019, including the confidential part A and part B minutes, were reviewed and approved as an accurate record and duly signed by the Chair.	
4	Matters Arising	Folkestone Nursery Ofsted inspection had a positive outcome and was very nearly an 'Outstanding'. The Board had received the formal report prior to the meeting and congratulated the team on the pleasing outcome.	
5	Annual Safeguarding Report and Update	<p>[Kate Young joined the meeting at 5.34pm]</p> <p>The Chair welcomed KY and reminded the Board of how the safeguarding responsibility was managed through KY as an external adviser and Chair of the Safeguarding Committee for the Group. The Board had received the annual report and KY highlighted two particular items.</p> <p>The reported difficulty in collecting data last year has been addressed, and KY expressed her full confidence that the system now captures the data accurately and allows comparison on national data.</p> <p>As part of staff safeguarding training checks, it was highlighted the amount of manual work that went into recording the training. This onerous process highlighted an issue that needs to be considered to make it more efficient. Apart from that KY has no concerns and is satisfied that Principals are all doing a good job.</p> <p>A Governor asked how the numbers compared, and KY reported with a total number of incidents @3535 this was 16.2% up which is in line with national data. The data now exists to be able to drill down to specific issues which is helpful for analysis of outcomes and sharing data across the Group. There was discussion on needs awareness for safeguarding and the structure including student mentors and the campus Principal's role in referring matters externally when required, albeit</p>	

		<p>resources are stretched across the Group. KY agreed that the local links in safeguarding practice is essential. Strategic sharing with local authorities was discussed for reporting effectiveness, and this partnership working was something agreed as a continuing area to strengthen going forward.</p> <p>A Governor commended the team for strengthening the reporting in this area over the past year and was pleased to hear reporting had improved. The Chair thanked KY for her report.</p> <p>NOTED: The 2018/19 annual Safeguarding Report for the Group. [Kate Young left the meeting at 5.56pm]</p>	
6	Chair's Report	<p>The Chair gave the Board a summary of his activities since the last meeting.</p> <ul style="list-style-type: none"> • Ashford and Spring Lane merger. • The Board Governance Review – to follow in a later item, but to note the Chair will attend an FE Chairs network event next week on the subject of insolvency regimes and governance models. He will report back in due course. • The Board have been issued new devices and are encouraged to use them to make Board paperwork easier to manage. • The Governors were all given a reusable water bottle with the Group logo as part of the environmental strategy. • Staff acknowledgements – staff at Folkestone Nursery following the successful Ofsted outcome. <p>NOTED: the Chair's report.</p>	SF letter from Board
7	Group CEO Report	<p>The Board had received the report prior to the meeting. GR provided an update on the following areas:</p> <ul style="list-style-type: none"> • GCSE resit outcomes pass rates have significantly improved, with a good performance across the Group. There is internal review of each College results. There is a legacy issue with recording results for national performance purposes due to the merger with Canterbury College, but the results are correct. There is a challenge for the teachers with the Math's programme, and there may be some differing results from last year. There has 	

		<p>been a change and approach to English and Math's delivery.</p> <ul style="list-style-type: none"> • Merger update – considered confidential and will form Part B minutes. • The finance agreement with KCC on the block grant agreement has in principal been reached subject to some finer points on student numbers. A meeting has been arranged. <p>NOTED: the Group CEO's report.</p>	
8	Clerk's report	<p>8.1 Online training - Governors should have received a personal email on their online training status from Helen Roy. Governors need to read the KCSIE guidance Part I and confirm this with HR who will update their training record. If any additional support is required, the Governors should notify the Clerk. A deadline of March 2020 is set, which GR requested be met by then as a key compliance indicator for Ofsted.</p> <p>8.2 Development training update – the development programme for 2019/20 continues to be delivered in bespoke sessions. The next session is for the March meeting where FE Associates will deliver training on the impact of T-Levels. The next academic year programme will be rolled out after the Governance Review (the latter will be discussed under a later item).</p> <p>NOTED: the Clerk's report.</p>	
9	Teaching, Learning and Assessment (TLA)	<p>AL advised the Board that the self-assessment report graded teaching & learning good overall. Areas for improvement are included in the report. There is an expectation that the TLA will take a dip due to the new minimum standards system that the Group has deployed. There is actually an improved position on last year, but there is still work to do. Individual Colleges can be explored under CPI reporting at Local College Board level.</p> <p>TM commented on what is being done for the strong practitioners as part of the development programme for senior learning coaches to assure the Board that all capabilities are being supported under the development programme for industry to vocational delivery practitioners.</p> <p>There was discussion on sustaining excellence through the development programme. A Governor expressed concern on the inconsistency in tracking for English and Math's. TM offered assurance that the same approach and resourcing is available, despite English not being the same modular</p>	

		<p>form as Math's. An identical assessment procedure is in place as Math's. Collaborative planning has just started in English. Momentum is gathering and progress is being made.</p> <p>NOTED: the Teaching & Learning Assessment update.</p>	
10	Quality Improvement Plan (QIP) Update	<p>There has been independent scrutiny against quality assurance for the QIP. The end of 2018-19 the report showed progress. Each College has its own QIP. Overall it was a positive picture.</p> <p>A Governor raised the discussion around stretch and challenge and the Pro-monitor system not pulling value added information through and asked what the problem was, and GR replied it is not seen as a strong enough system and an analyst has been appointed to improve the system.</p> <p>There was discussion on the evaluation of the progress and instead of student feedback surveys, student experience sessions are being used where they are asked a range of questions. Key themes are taken from the student experience review, which Governors are welcome to join with the College Principal. AL explained the difference between a walk through and student experience review. A list of the sessions at each campus will be circulated to the Board.</p> <p>A Governor asked if there is a dedicated risk register for apprenticeships. AL explained there is a minimum level of performance for apprenticeships and a plan to overcome performance issues. Each student is risk rated in terms of performance. Not historically robust or systematic but now significantly improved as a process.</p> <p>NOTED: the QIP update.</p>	AL
11	Strategic Plan 2020-2024 Update	<p>PS explained the next steps on the new Strategic Plan consultation and the proposed journey to publishing it in September 2020. Staff and Local College Board consultation views have been taken into account and the document amended accordingly. The draft plan itself is an appendix for Governor note. Staff feedback has been about recognising the Group as an employer of choice and developing a better staff community. New objectives have been added around those. Also added is an investment plan.</p> <p>A Governor asked if we are going to get funding for the Folkestone build. PS replied that a lot of work has been done by way of surveys and feels confident that funding will be available. The</p>	

		<p>expected level of grant is 77%, although the cost plans would rely on less than this by way of a conservative approach.</p> <p>PS advised that the draft Strategic Plan has reached the stage to feedback to external key stakeholders. A Governor asked about the discussions on EKC Group reach and collaborating throughout Kent on business needs. For example business is coming to the county which needs FE students for tech developers. GR advised that he was in discussions with other Kent based FE Colleges on creating protocols and a network for employment opportunities throughout the region, not just in East Kent. There will be sub-strategies to the Strategic Plan which will reflect employer needs with a place-making approach. It will be about re-establishing delivery partnerships.</p> <p>A Governor questioned the lack of numbers. GR commented that the setting of numbers can be limiting, and he therefore does not want to set them but with the exception of areas such as finance. Measurement for growth and performance needs to be measured differently. There was discussion on decisions made around setting targets as well as outcomes. It was agreed that where targets can be set, we will.</p> <p>APPROVED: the draft Strategic Plan will be shared with key external stakeholders as the next step of consultation.</p>	PS
12	Student Union Accounts YE 2019	<p>CL advised that it is a statutory requirement for the Governing Body to monitor the Students' Union accounts. The Group Finance Team have audited the accounts and although it looks like a overspend, it is not but is instead due to the reporting process. There has been less take up of the NUS card due to activities happening at local level.</p> <p>This is the second time CL has sat along the students to produce accounts, and this year went much more seamlessly. It deserves positive feedback as being organised this year.</p> <p>APPROVED: the SU Accounts for 2018/19.</p>	
13	Destinations Report	<p>AL reported the summary and data collected for destinations for 2018-19 from October 2019 to-date. There will be a version of this specific to each campus at Local College Boards. There was</p>	AL

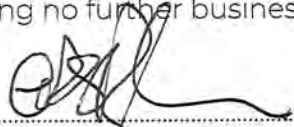
		<p>discussion around the collection of the data taking a significant amount of manual work towards the process which has varied at each campus (for example Broadstairs had a 100% collection rate but Dover had a 2.4% unknown return). There are various reasons for the unknown returns. Overall the Group level picture has a positive picture based on national data. A Governor asked if ethnicity and gender could be added to the reporting. This was agreed.</p> <p>NOTED: the Destinations Report for 2018/19.</p>	
14	Climate Agenda	<p>AS has been tasked as COO to lead on this for the Group. AS guided the Board through his report. As a reminder this was on the Board agenda through the Canterbury College Students' Union raising it. AS clarified what a climate emergency is, and the next steps are of issuing a public statement to commit to taking the agenda seriously. Canterbury College are ahead of other Colleges and have a green impact group. The next steps will be student focus groups in order to establish the formal agenda. Research will be undertaken into similar organisations nationally to see how they have approached this important subject. A budget of £150k has been allocated and a full action plan will be costed for priorities planning. The AoC are working towards establishing a national level group which may provide a further forum to engage with on the subject. AS has been in touch with the Carbon Trust organisation to help set a carbon emission target. Recycling has been given full review for effectiveness, and some practices are being improved towards this. A Governor commended this project being given focus for the Group and encouraged linking it to the wider organisation projects, particularly around social action projects for students. It was agreed as important for the success of the implementation of the environmental strategy, and that future agendas will be set being mindful of the strategy too. A Governor suggested that the use of positive language was helpful in this strategy, rather than a punitive approach about the negatives of not doing something. A Governor advised that the local authorities locally have taken this climate emergency agenda forward already and are keen to engage with young people. The Governor will share the details with AS.</p> <p>APPROVED: the Board agreed recommendations for the climate emergency agenda and would like a detailed action plan at the next meeting.</p>	<p>AS/MC</p> <p>AS</p>
15	Search and Governance	<p>[SF left at 19.55]</p> <p>In the absence of JC, TK as Deputy Chair of Search and Remuneration gave a verbal update of the meeting held earlier in the day.</p>	

<p>Remuneration Committee Reports</p>	<p>15.1 Governance Review</p> <p>The Committee discussed the Governance Review report provided by SF and agreed the next steps as the establishment of a working group to consider the structure of the governance. The working group will aim for a revised governance framework in place for the new academic year. Proposed that the working group consists of Chairs of the Local College Boards and the Search & Governance Committee members and AL as a senior team lead (RB, PT, JK, MC, TK, JC, CB, AL). Final recommendations to be presented by May 2020.</p> <p>APPROVED: Consideration by a working group of the Governance Review by SF for final report in May 2020.</p> <p>15.2 Membership update</p> <p>Canterbury and Broadstairs Local College Board members Caroline Hicks and Kim Stoner approved.</p> <p>APPROVED: the new membership of the Local College Boards.</p> <p>15.3 Appointment of a Director of Governance and Corporate Services</p> <p>No appointment was made from the recent application process. Following the recent departure of the Clerk, the Group will proceed with further interim arrangements (Search & Governance Committee are aware of the sensitivities around a permanent appointment). Search & Governance Committee will look at what interim arrangements will take effect by the 14th February 2020 when the current interim arrangements end.</p> <p>15.4 Senior Post Holder Remuneration Recommendation [Senior Post Holders left at 20.14]</p> <p>This item was considered confidential and will form Part B minutes.</p>	
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16	Draft agenda for next meeting	Members agreed the draft agenda for the next meeting with the inclusion of the update from SAS Climate Control, RCF capture under accounts, the merger updates and the initial feedback from the Governance Working Group.	Clerk
17	Any Other Business	None.	
18	Matters Considered Confidential	Item 7 in part and 15.4 will be reported under Part B confidential minutes.	
19	Date and time of next meeting:	Tuesday 17th March, Dover Technical College	

There being no further business the meeting closed at 20.20

Signed: 

Print: CHARLES BUCHANAN

Date: 17-03-2020

The FGB Chair, CEO and the Director of Governance have been given delegated authority by FGB to review confidential minutes on an annual basis. The following minute was released for publication following the review panel meeting held on 12 November 2020.

FGB Part B Meeting of 28/1/20 Confidential Minute Number 11

	ITEM	COMMENTS	ACTION POINT REQUIRED
11	<p>Strategic Plan 2020-2024 Update</p>	<p>PS provided an update on the Strategic Plan and updated the Board on the journey and the next steps following consultation with staff and feedback from Local Boards. The Strategic Plan has been amended accordingly taking into account the views and the journey with a view to publishing it September 2020.</p> <p>PS highlighted the following two items that have been added to the plan: Staff mentioned recognising us as an Employer of Choice and developing a staff community, and so a new objective has been added around that. Also, the investment plan has been added.</p> <p>A Governor asked if we are going to get funding from the Government in regard to the category C and D buildings. PS replied that a lot of work has been done by way of surveys and feels confident funding will come and advised that a bid will be ready immanently. Dependent on what the system is and the ability to access the funding the expected level of grant is estimated at 77%.</p> <p>A Governor asked if there have been any discussions between EKC Group and businesses coming to the county needing FE students for work placements. The Board agreed that a plan is needed to widen the stakeholder area covered by us and how we approach organisations.</p> <p>PS responded that the plan doesn't limit us on location but the need to be mindful of other colleges in the county and employers not wanting multiple colleges approaching them. There is a piece of work happening working with other colleges to make this more harmonious. A sub strategy needs to reflect the practical delivery of this work.</p> <p>A Governor commented that the plan doesn't incorporate targets and numbers. GR commented that he does not want to set numbers as this can be limiting with the exception of areas like Finance. GR went on to comment that measurement for growth and performance needs to measure differently.</p> <p>Agreed: where targets can be set, they will.</p> <p>Agreed: for part of the plan to go to external consults.</p> <p>NOTED: Strategic Plan 2020-2024 update</p>	