



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Tuesday 4 th June 2019
Location	Boardroom J221, Canterbury College	Time	5.32pm
Membership	Charles Buchanan (Chair), Graham Razey (Group Principal), Penny Williams, Gail Clarke, Miranda Chapman, Jonathan Clarke, <i>Tony Allen</i> , Tim Kent, <i>Peter Wood</i> , <i>Linda Keen</i> , Peter Troke, John Korzeniewski, <i>Nicola Kelly (Staff Governor)</i> and Omar Walker (Student Governor)		
In Attendance	Anne Leese (Group Deputy Principal) <i>Chris Legg (Executive Director – Finance and Commercial Development)</i> Tammy Mitchell (Executive Director Schools and Early Years) Paul Sayers, (Executive Director – Strategy and Partnerships) Tara Ashman (Clerk) Jamie Weir (Invited Observer)		

* *Italics notes absence*

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	The Chair welcomed members to the meeting and thanked them for their time at the EGM yesterday. Apologies were received from Tony Allen, Peter Wood, Linda Keen and Nicola Kelly. Chris Legg gave his apologies and was not in attendance.	
2	Declarations of Interest	There were no additional declarations to the meeting than those declared as standing.	

3	Minutes of the Meeting held on 30 th April 2019	The minutes of the meeting held on 30 th April 2019, including the confidential part A minutes, were reviewed and approved as an accurate record and duly signed by the Chair. Part B minutes will be circulated to the members concerned for approval.	
4	Matters Arising	There were no matters arising not covered by the agenda.	
5	Chairs Report	<p>The Chair thanked members for their attendance at the EGM the previous day and extended his thanks to Jonathan Clarke, Tim Kent and Tony Allen who supported the senior team on behalf of the board in guiding the emerging narrative. The Chair reported that the FE Commissioner extended the deadline by three days so the outcome is likely to be pushed back from 14th June.</p> <p>The Chair advised the board that Tom Price has resigned from the Corporation with immediate effect and noted he will write to Tom on behalf of the Governing Body for his tenure which was unanimously supported. A Governor asked if there was something that could be done in recognition of Tom's service in particular his support and expertise throughout the Yarrow development. GR and the Chair will consider something appropriate.</p> <p>The Chair reported that the recent proposal for the acquisition of Ashford and Canterbury Spring Lane site has taken up much of his time and he has been supporting the senior team at a number of meetings both in London and locally in this regard.</p> <p>The Chair continues to have regular meetings with both the Clerk and the Principal and invited questions on his report.</p>	GR/Chair
6	Clerk and Governor Report	<p>The report provided an update to Governors on recent business of the Governing Body outside the FGB:</p> <p>Finance Sub-Group – Members of the Finance Sub-Group met on 22nd May to review the accounts presented later in the meeting.</p>	

		<p>Commercial Developments Sub-Group – A Governor noted that the summary notes from the meeting were difficult to interpret with the financial shorthand and acronyms; this will be noted for future meetings.</p> <p>Search and Governance Committee – JC as Chair noted the meeting held earlier in the day where local boards, succession planning, terms of office, governor development programme and governor self-evaluation were considered and discussed. The development programme will have a greater emphasis on the learner walkthroughs and student experience reviews for 2019/2020 and the Committee have made recommendation to the Audit Committee for a review of the financial oversight by the board to be included in the Governance Audit within the Internal Audit Plan for next year.</p> <p>[Miranda Chapman joined the meeting at 5.41pm]</p> <p>Search and Governance Committee recommend that Tony Allen, Peter Wood and Jonathan Clarkes terms of office be extended to 31st August 2023. Governors were pleased to approve the recommendation.</p> <p style="text-align: center;">APPROVED – Governors approved the extension of the terms of office for Tony Allen, Peter Wood and Jonathan Clarke to 31 August 2023</p> <p>[Omar Walker, Jamie Weir, Graham Razey, Anne Leese, Paul Sayers, Tammy Mitchell and Tara Ashman left the meeting at 5.44pm]</p> <p>Remuneration Committee - <i>Part of this item was considered confidential and will form Part B confidential minutes</i></p> <p>[Omar Walker, Jamie Weir, Graham Razey, Anne Leese, Paul Sayers, Tammy Mitchell and Tara Ashman re-joined the meeting at 5.51pm]</p>	
--	--	---	--

		<p>The Chair advised that Search and Governance Committee are looking at an additional financially qualified Governor following the recent FE Commissioner letter and invited Governors to make any further recommendations for new appointments to the board. MC advised she would liaise with JC and the Clerk in regards to the legal Governor vacancy.</p>	<p>MC</p>
<p>7</p>	<p>Group Performance Indicators</p>	<p>GR presented the most recent Performance Indicators (Part A and part B) for the Group, noting the short commentary within the paper as requested.</p> <p>GR led members through some of the key changes within the indicators and invited questions.</p> <p>A Governor noted that almost all the indicators were in red, GR advised that the targets were based on no history of the Group and that although against target the position does not look positive, almost all indicators have made progress against distance travelled. Members discussed whether the tolerance levels need to be reviewed for the coming year but agreed that the distance travelled should be reported again within the indicators as an initial overview.</p> <p>GR described the process for the end of year figures, which will be reported at the first meeting of the board next academic year.</p> <p>With the unit rate of funding not increasing members discussed whether the move to 8% EBITDA from 10% this year would be more appropriate. Further discussion on this will be had during the budget setting item at the next meeting.</p> <p>Applications have strengthened over the last few weeks with the exception of Canterbury College. GR noted that the application system has significantly changed to students applying for a pathway as opposed to a course and one student now is equal to one application. Previously students could apply for a number of courses at a number of Colleges and this would understandably distort the data. Members discussed the implications and the short term pressure this puts on the organisation. The funding allocation is for the Group not at individual College level so there may need to be consideration on this when the final enrolment data is collected.</p>	<p>Agenda</p>

		<p>[Gail Clarke joined the meeting at 6.22pm]</p> <p>GR commented that the reduction would be more likely in the number of Groups as opposed to any provision.</p>	
8	Finance Report	<p>GR presented the management accounts and commentary in the absence of CL.</p> <p>GR reported a positive month for April with income, pay and non-pay performing well against budget. The challenge is within the use of subcontracting for the Adult Education Budget (AEB), which will be discussed later in item 13. A thorough review of AEB was undertaken this morning with recent significant improvements in EKC IntoWork and Dover Technical College bridging the gap between the original request and the current position.</p> <p>There is little change on the capital expenditure since the last report and it is in line with what has been agreed.</p> <p>GR advised that two credit agreements from Santander relating to borrowings in 2012 and borrowings at point of merger, have been brought to the board for approval, although these are historical, there has been a redefinition of the finance agreement and it felt prudent to have this reviewed by the board.</p> <p style="text-align: center;">APPROVED – Governors approved the Credit Agreements as presented for signature by the Group Principal</p> <p>A Governor asked if the commercial detail could be included within the management accounts for information to ensure the core activity is not disadvantaged.</p>	CL
9	Local Board Update	<p>Members noted the content of the paper presented and the Chair invited the Chair of each Local Board to provide a verbal update in support of this:</p>	

	<p>Broadstairs – In the absence of Tom Price, members noted the update of the most recent meeting.</p> <p>Canterbury – JK noted the biggest challenge for Canterbury is the level of current enrolments and the lack of understanding in why this is the case. A Governor asked if Canterbury College reaches out to local schools in the same way Broadstairs College does. TM advised that it is a different demographic with a much wider geography, most of the students are coming from further afield than Canterbury itself. The Board are aware of the challenge within Maths and English and are assured the senior team are working on strategies to improve this. JK noted there is some work to be done for the next academic year on the breadth and balance of the board in terms of skills and experience. PS will liaise with JK and the Canterbury College Principal regarding potential Governors, in particular representation from the local Council.</p> <p>Folkestone – MC is pleased with the level of engagement from the external Governors and now meets with the Principal prior to each board meeting, which has been of great benefit.</p> <p>Dover – TK noted the discussions at the recent meeting regarding the new Creative provision for Dover Technical College. The board was able to influence the decision making in this by dynamic and probing conversation. A Governor noted that the Principal has been very proactive in working with local businesses, which is pleasing.</p> <p>Sheppey – PW reported ongoing improvements at Sheppey with a much improved level of applications for next year. AL noted that the CEO of Oasis Academy joined the last meeting as an Observer and is keen to work with the College on a strategy for attendance setting early expectations for these learners.</p> <p>It was noted that the first IntoWork and WorkHigher meetings are due to take place in the coming weeks with a report coming to the next meeting.</p> <p>The Chair invited discussion on the participation of the executive at Local Boards and whether this presence perhaps be as an officer in attendance. Members agreed that some time should be</p>	PS
--	--	----

		given at the next strategy afternoon to consider the approach for 2019/2020, the Clerk to action accordingly.	Clerk
10	QIP Update	<p>AL reported against the Quality Improvement Plan (QIP) and provided early indicators on the impact of the areas of English and Maths, Attendance, High Needs and Apprenticeships.</p> <p>AL advised there were poor performing programmes within apprenticeships last year, which resulted in us falling below minimum standards and as such the Group is under ESFA intervention with a separate QIP developed for this area. The apprenticeship QIP was noted</p> <p>TM commented that there was only one outstanding action for English and Maths regarding the development of learning coaches; it was felt the CPD for the Head of Maths and English should be undertaken before this was disseminated to the coaches.</p> <p>There has not been the progress against attendance that the Group would have liked and minimum standards are being introduced across all programmes.</p> <p>A Governor sought clarification on the role of the assessor being unique to specialist areas, AL advised that bringing the assessors together has improved efficiencies and flexibility within the team.</p> <p>A Governor noted their interest in the area of stretch and challenge and the breadth of abilities in a single class. TM advised this was linked mainly to level 3 provision and the Group is developing staff awareness in how to add value to all learners with more tracking in year, target setting processes strengthened and implementing high quality Teaching, Learning and Assessment.</p> <p>Four areas that have been observed and have helped inform the QIP have been:</p> <ol style="list-style-type: none"> 1. Overuse of computers and lack of teacher interaction in the learning process 2. Too much photocopying (too many worksheets) 3. Knowledge vs. power – stand and deliver technique 4. Lack of systematic planning between support staff and teaching staff 	

		Members discussed the recent Maths pilot and its success where there has been engagement from the lecturers and commitment to its achievement. GR advised that the Group is in discussion with the DfE to continue the pilot for another year. TM recognised that the timing of the first pilot where students had just left school and still in the mind-set had the greatest impact.	
11	Nursery Update	<p>TM, having line managed the nurseries for almost a year, has undertaken a full audit of all aspects and pulled together 3 key areas of focus for all nurseries to a greater or lesser extent:</p> <ol style="list-style-type: none"> 1. Literacy/Numeracy 2. Learning Environments 3. Developing Children's Independence <p>A Quality Improvement Plan has been drafted to focus on these areas for 2019/2020.</p> <p>The Ofsted report for the Broadstairs nursery was included as an appendix, which gave very positive feedback and praised the leadership.</p> <p>There have been some recent opportunities for growth with an expression of interest in working with the Group; a proposal will come to the board for approval should this come to fruition.</p> <p>A full and in-depth annual audit of safeguarding has been undertaken with the majority of the actions having already been completed. A Governor sought clarification on the independence of the nurseries in relation to Ofsted, TM confirmed that each nursery is separate and will have their own Ofsted inspection.</p>	
12	Policy Review	<p>PS presented the updated student admissions policy and fees policy for approval. PS noted that the tracked changes have been highlighted, a Governor noted this was difficult to read when there are significant changes and it was agreed that a tracked copy and a finalised draft copy would be presented in future.</p> <p>Fees – The key change is in the recommendation to remove fees by installments, PS noted the impact would be minimal. A Governor challenged the definition of minimal and asked if there</p>	PS

		<p>was supporting detail in this statement. PS will review the data against this and bring the policy back to the next meeting for approval.</p> <p>Admissions – A Governor challenged, with the monopoly in East Kent, if a student were to be excluded in Broadstairs that they would be excluded across all Colleges. Members discussed certain issues for students could be with a specific College and in these instances a ‘managed move’ may be appropriate before exclusion. Governors sought assurance that processes were in place and are fairly applied. It was agreed that there should be something written in either the admissions policy or disciplinary policy regarding this process for clarity.</p> <p>Subject to this amendment, Governors approved the publication and implementation of the admissions policy.</p> <p>APPROVED – Subject to clarification, Governors approved the Admissions Policy for publication and implementation</p>	<p>PS</p> <p>PS/Policy Group</p>
13	Subcontracting Update	<p>GR advised that the recommendation has now been revised to an additional £100,000 of subcontracting with Free2Learn following a thorough and accurate forecasting process.</p> <p>The Chair asked for an update on the meeting with the Greater London Authority yesterday, PS advised that mission and purpose to deliver in East Kent was reiterated. The budget for 2019/2020 is being prepared without the reliance on this income.</p> <p>Members were supportive of the recommendation however noted the potential for an increase in the £100,000 approved. It was proposed that the approval is given up to the maximum of the original £400,000 requested with the intention that this be nearer to the £100,000 recently forecast. The overall sum will be reported to the next meeting under matters arising.</p> <p>APPROVED – To approve up to an additional £400,000 of subcontracted AEB provision to Free2Learn</p>	<p>Agenda</p>

14	Student Union Constitution	<p>AL presented the draft Students' Union Constitution for approval. It was noted that there would be a President at each of the five Colleges who would be individually remunerated for one day a week. The election and nomination process concludes with elections on 26th June.</p> <p>A Governor clarified that this role would be expected to attend the Local Boards and this was confirmed.</p> <p>A Governor clarified some of the terminology within the document citing LGBTQ+ as an example with transgender/transsexual defined for 'T' in separate areas of the constitution.</p> <p style="text-align: center;">APPROVED – Governors approved the new Students' Union Constitution for Implementation</p>	
15	Draft Agenda for the next Meeting	<p>Members discussed the draft agenda for the July meeting and agreed the agenda as presented.</p> <p>The Chair invited discussion on the strategy afternoon and members agreed that an update on the strategic plan and a review of local boards would be the focus. The Clerk will distribute a questionnaire to Local Board Governors to provide a review for consideration in advance of the strategic event.</p>	Clerk
16	Any Other Business	<p>The Student Governor advised that a promotional video has been made to attract learners to the Students' Union and has been shared with the College Principals. Once the external affairs team have reviewed this, it will be available for download.</p> <p>GR advised that the Group has been successful in its application to be a pilot College for T Levels and will be delivering 5 of the strands in 2021/2022.</p> <p>Interviews are taking place for the Chief Operation Officer and Chief Information Officer on Wednesday 3rd July and Thursday 4th July respectively. GR asked if there any Governors that would be available to sit on the interview panel to liaise directly with the Clerk.</p>	ALL



		JK was pleased to note that a Canterbury College student's artwork has been used for the new anniversary Eurotunnel train livery, which is a great example of what is being achieved with real work experience with employers. GR will send a link to Governors on the story outside of the meeting.	GR
17	Matters Considered Confidential	Part of item 6 will be reported under Part B confidential minutes.	
18	Date and Time of Next Meeting	5.30pm, Tuesday 9 th July 2019, Yarrow Hotel, Broadstairs	

There being no further business the meeting closed at 8.02pm

Signed:

Print:

Date: