



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Wednesday 7 th February 2018
Location	Alfred Yarrow Suite, Yarrow Hotel, Broadstairs	Time	5.30pm
Membership	Charles Buchanan (Chair), <i>Tim Kent (Vice-Chair)</i> , Graham Razezy (Group Principal), Penny Williams, Tom Price, <i>Jeremy Licence, Gail Clarke, Miranda Chapman</i> , Jonathan Clarke, Tony Allen, Peter Wood, Nicola Kelly (Staff Governor) and Jessica Foster (Student Governor)		
In Attendance	Anne Leese (Group Deputy Principal) Paul Sayers, (Executive Director – Strategy and Partnerships) Chris Legg (Executive Director – Finance and Commercial Development) Lauren Anning (Executive Director – Student Experience and Wellbeing) Tara Ashman (Clerk) Jamie Weir (Invited Observer) Kate Young (Item 14 only)		

* *Italics notes absence*

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	<p>The Chair welcomed members to the first formal meeting of the EKC Group with a particular welcome to the new members, Tony Allen, Peter Wood and Niki Kelly.</p> <p>The Chair took the opportunity to congratulate the senior team on behalf of the corporation following a successful merger.</p> <p>Apologies were received from Tim Kent, Miranda Chapman, Jeremy Licence and Gail Clarke.</p>	
2	Declarations of Interest	There were no declarations raised at the meeting other than those previously declared.	

3	Minutes of the Shadow Board held on 22nd November 2017	The minutes of the Transition Board meeting held on 22 nd November 2017, including the confidential minutes were approved as an accurate record and duly signed by the Chair.	
4	Matters Arising	There were no matters arising not covered within the agenda.	
5	Chair's Report	The Chair will continue to meet on a monthly basis with the Group Principal and Clerk and welcomed Governors to contact him directly on matters outside of the meeting. The strength in communication for the board moving forward was highlighted; in this new venture there will undoubtedly be things that will certainly need adjusting along the course of the journey but being prepared to respond quickly when necessary is key to its success. The Chair welcomes the opinion of the staff and student Governors to give a balanced view to the Independent members.	
6	Principal's Report	<p>GR noted the content of the report to Governors highlighting further updates in 3 particular areas:</p> <p>Prison Education – The confirmed coverage is Kent, Surrey and Sussex including women facilities; Swale being high security is outside of the remit. The four options for Group involvement are:</p> <ol style="list-style-type: none"> 1. Lead a bid and partner with another organisation in a federation. 2. Partner with an existing strong prison offender learning provider, i.e. Milton Keynes College. This could be with either organisation as a lead or submit two bids with the Group being Kent and the other being Surrey and Sussex. 3. Submit a bid alone and work with a tender specialist (i.e. Novago) as the College does not have a track record of prison delivery. 4. Do nothing. <p>Currently the options being considered are more 1 and 2 in terms of proceeding and GR is unsure which of these is most likely at this stage. AL noted there is an event on 22nd February where it is likely the tenders will be invited. The current contract is likely to have a mobilisation period until next year as the tenders have been invited so late.</p> <p><i>This part of the item was considered confidential and will form Part A confidential minutes</i></p>	

		<p>College Network – GR recognised that the work involved in merger has been time consuming but was pleased to report many positive stories across the College network.</p> <p>GR invited questions.</p> <p>A Governor asked about the Group position on T Levels, GR advised that the focus will be on the areas we are strongest in based on progress scores at level 3. AL advised the Group has been successful in a work placement pilot ahead of the official deadline, 10% of T Levels will go through the pilot which will be a substantial curriculum change. A Governor asked if there will be other courses offered outside of the T levels at level 3. GR advised the pathway needs to be academic or technical and this is being worked through by the departments.</p> <p>A Governor asked how the Group is managing to buck the trend in apprenticeship starts nationally, GR advised it is the levy and the large clients that have been brought on line. There is a delay in the money following which affects the profile but it is a positive picture.</p> <p>GR asked for comments on the new format of the report which members were pleased with.</p>	
7	<p>Clerk and Governor Update</p>	<p>The Clerk presented the update on recent business undertaken by Governors outside of the full Corporation meeting and any administrative updates including:</p> <p>Governor and College Leadership Team Link Scheme – This scheme has been extended to include members of the College Leadership team and individual pairing emails will follow outside of the meeting. Members agreed that the Staff and Student Governor should be included in the scheme and the Clerk will update accordingly.</p> <p>Local Board Update – Members were supportive of the request from The Canterbury and Sheppey College Principals in relation to interim assurance however asked that when a report from the Local Advisory Boards come to the meeting feedback is provided by the respective College Principal at the same time.</p>	<p>Clerk Clerk</p> <p>College Principal</p>

		<p>Finance Sub-Group – This sub-group met on Thursday 1st February, CL noted that the quarter 2 forecast will begin after the half term break and the Management Accounts (which are available on SharePoint) will be circulated outside of the meeting for information.</p> <p>Reputation and Stakeholder Management – This sub-group will meet in May however there is a working party in advance of these meetings to draft the Stakeholder Plan in line with the business objective deadline of 31st March.</p> <p>Governor Documents – The Clerk noted that new documents post-merger will be circulated to individual Governors outside of the meeting.</p>	Clerk
8	Risk Management Report	<p>PS reported against the new EKC Group register which has been populated with assurances and controls since being presented to both Canterbury College and East Kent College Governing Bodies in December. The internal Risk, Audit and Compliance (RAC) Committee propose the scores and residual risks which will change in time and be presented to the corporation in a movement map.</p> <p>PS advised this register was last reviewed on 18th January and proposed that, given the earlier discussions at the strategy event, there should be an update on risk 2 and risk 4 in regards to High Needs. Members were in agreement with this.</p> <p>PS noted that risk 10 (Governance) residual risk is blank which was intentional for the corporation to take a view. Governors asked PS to reflect on this with the RAC Committee and come back with a proposition for discussion at the next meeting.</p> <p>A Governor asked if the risk around reputation was built into all the risks in some way which PS concurred.</p> <p>The Chair asked if the Local College Boards in the Governance structure would have a local level responsibility for health and safety, PS assured members that any issues would come through from the local College Performance Indicators and movement maps brought to the RAC Committee.</p>	<p>PS</p> <p>PS</p>

9	Formal Resolutions of the Shadow Board and Transition Board	<p>The Chair advised that the Transition Board and Shadow Board had been given the delegated authority to agree decisions to progress merger. To maintain good order the 16 resolutions were brought to this meeting for formal ratification. The board were unanimous in their agreement of these resolutions.</p> <p style="text-align: center;">RESOLVED – The resolutions brought forward from the Transition Board and Shadow Board were formally ratified by the Corporation post-merger</p>	
10	Student Union in the Group Structure	<p>AL advised that under the partnership arrangements there was an agreement for a joint student union between Canterbury College and East Kent College, this paper proposes that this arrangement continue and be formally adopted by the EKC Group.</p> <p>AL highlighted the change where in current practice the union met regularly with Canterbury College Governors and SMT but not EKC. Members discussed and debated the position of this within the new Governance structure and were keen to ensure the student voice was represented and heard. Members agreed that this could be written in to the constitution at a local level with local SMT and local College Board Governors and suggested a meeting three times a year with the Student Governor, Group Principal, Executive Director for Student Experience and Wellbeing, Student Vice Presidents and Governors on rotation to discuss Group level issues.</p> <p style="text-align: center;">APPROVED – Governors approved the Student Union Constitution with agreed changes</p>	
11	Self-Assessment Quality Improvement Plan	<p>AL reminded members that the self-assessment process for this year was at a College level but a quality improvement plan would be drafted for the Group for the next 18 months. Each College has a Quality Improvement Plan and the overarching plan was brought for approval with 5 key areas for improvement:</p> <ol style="list-style-type: none"> 1. Poor timely completion rates for apprenticeship provision 2. Poor off the job training that is not tailored for apprentices in a significant minority of areas 3. Inconsistent and variable quality of the students experience 4. Lack of stretch and challenge of the more able students and weak value added in some curriculum areas 5. Lack of a distinctive and fit for purpose college based adult offer 	

		<p>The Business Plan and Strategic Plan remain separate but this sits to improve quality across the Group. Governors discussed when feedback would be provided to the board and AL confirmed the next review would be in May as per the business cycle. GR suggested this could be an item within the Principals report however Governors felt that this should be a standalone item given its significance although agreed any exceptional reporting could appear outside of the cycle.</p> <p>A Governor asked what the current percentage of adults infilling on to main programmes of study was, AL advised there are approximately 500 adults and only 5 discrete adult access courses. The wider debate is whether the Group wants to provide both adults in community learning and adults on main programmes of study and this will be considered in this year's curriculum planning.</p> <p style="text-align: center;">APPROVED – Governors approved the 18 month Group Quality Improvement Plan</p>	
12	Pay Award 2017/18	<p>[Paul Sayers, Lauren Anning, Niki Kelly, Jessica Foster and Jamie Weir left the meeting at 6.32pm]</p> <p><i>This item was considered confidential and will form Part B confidential minutes</i></p> <p>[Paul Sayers, Lauren Anning, Niki Kelly, Jessica Foster and Jamie Weir re-joined the meeting at 6.52pm]</p>	
13	Policy Reviews	<p>[Penny Williams left the meeting at 6.52pm]</p> <p>PS presented the policies which have been through the internal Policy Committee staged process for the EKC Group. The tracked changes within the policy and the detail within the paper summarised the key changes of the Staff Disciplinary Policy, Staff Code of Conduct, Student Disciplinary Policy and Student Admissions Policy which PS sought approval to be published and adopted across the group.</p> <p>A Governor noted the logo, PS advised these had been through the policy cycle pre 1st February and will be formatted within the new brand guidelines prior to publication. PS described how the policies are published, implemented and integrated including induction for staff and students.</p> <p>A Governor asked if future policies could be presented with the tracked changes along with a clean version as it can be difficult to read when significant changes are made. PS noted this for future policies.</p>	PS

		APPROVED – Governors approved the Staff Disciplinary Policy, Staff Code of Conduct, Student Disciplinary Policy and Student Admissions Policy for publication and implementation	
14	Annual Safeguarding Report	<p>[Kate Young joined the meeting at 6.58pm]</p> <p>AL introduced Kate Young (KY) as the appointed Independent Chair of the Safeguarding Board, the report presented is to give Governors independent assurance of safeguarding across the Group and rigour to the scrutiny.</p> <p>KY congratulated the board on the brave step in independent external scrutiny, something fairly unique but of great benefit. It is fair to say there have been a number of challenges given the sheer volume of vulnerable students, 1048 as at 26 January.</p> <p>Mental health is the biggest issue however KY is satisfied the Group is taking all appropriate measures and it is being handled through the correct channels. If the vulnerable student register continues to rise services will be stretched very quickly, KY will keep Governors updated in this regard.</p> <p>There have been 4 significant safeguarding incidents this year but KY is assured that the Group has acted swiftly to protect the students and is actively learning from all incidents. A Governor asked what KYs involvement was in the incidents, there is no involvement on the ground but they are highlighted to KY via AL and reviewed at the next meeting.</p> <p>A Governor asked if there is comparable data to the vulnerable register a year ago, KY advised the numbers were not collected in the same way however there should be comparison data going forward. A Governor asked if students remain on the register, KY confirmed this is the case for some categories however cited homeless students as an example which may be only due to external circumstances and therefore would be removed once the circumstances changed.</p> <p>Mental health is prevalent and KY is mindful that early intervention has disappeared out of the College given Governments financial pressures. A Governor asked how this is recognised and signposted, KY advised that</p>	

		<p>as a safeguarding board it is integrated in awareness raising in day to day College life with a culture of vigilance for staff and students.</p> <p>The Chair asked whom would be the face of the Group in the event of a serious incident, GR advised this would depend on the incident and the severity but it would try and be managed at a College level. Each of the College Principals is the Senior Designated Lead and the aim would be to isolate the incident at College level. A Governor asked if the process was that KY was to 'sign off' any of the significant incidents, KY advised she would not sign the incident off but would raise any concerns to the Governing Body where necessary and GR cited an example where this happened and the Chair of Canterbury College was advised of an incident earlier this academic year.</p> <p>The safeguarding policy is being reviewed at the meeting tomorrow and will come back to the board at the next meeting. LA will now be responsible for Safeguarding under her new role remit.</p> <p>GR suggested that a performance indicator on the vulnerable risk register at group level could be developed from department to College to Group to review whether some departments are disproportionately affected by the vulnerable register. Members agreed to this approach.</p> <p>The Chair thanked KY for her report.</p> <p>[Kate Young left the meeting at 7.21pm]</p>	<p>GR/KY</p>
<p>15</p>	<p>Draft agenda for next meeting including cycle of business</p>	<p>[Tony Allen and Jessica Foster left the meeting at 7.22pm]</p> <p>The draft agenda for the March meeting was agreed with the inclusion of a paper on High Needs.</p> <p>The annual cycle of business was discussed and agreed for the remainder of the year. The Clerk recognised that some items have fallen out of cycle this year in preparation for merger and this will be updated for 18/19. The Clerk clarified the position on the review of the Technical School and will prompt the executive outside of the meeting. With the changes in management structure the owner of the respective paper will be reviewed in line with this.</p>	<p>Clerk</p>



16	Any other business	There was no other business at the meeting.	
17	Matters considered confidential	Part of Item 6 will be reported under Part A confidential minutes. Item 12 will be reported under Part B confidential minutes and remain confidential until the detail is conveyed to staff.	
18	Date and Time of Next Meeting	5.30pm Wednesday 14th March 2018, Main Hall, Sheppey College	

There being no further business the meeting closed at 7.26pm.

Signed:

Print:

Date:

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 Meeting of 7/2/18 Part B Confidential Minute Number 12

	ITEM	COMMENTS	ACTION POINT REQUIRED
12	Pay Award 2017/18	<p>[Paul Sayers, Lauren Anning, Niki Kelly, Jessica Foster and Jamie Weir left the meeting at 6.32pm]</p> <p>AL described some of the work undertaken as part of the partnership working to harmonising pay scales wherever possible. All appointments from January 2018 have been on EKC terms and conditions and AL highlighted the differences taking into consideration the wider FE landscape and the living wage.</p> <p>AL recommended the following for this year's pay award:</p> <ol style="list-style-type: none"> 1. Lecturers and Programme Directors receive a 2% increase from 1 February 2018 2. We do not implement the Living Wage 3. No further pay awards are given during the 2017-18 academic year <p>The Group is mindful of the financial position however even with the culture and values of the organisation, the reward strategy and the teaching academy the Group remains under pressure in regards to recruitment of lecturers. This message demonstrates an intention to narrow the gap which is the immediate priority. AL confirmed that in exceptional circumstances the Group have the flexibility to make one off market rate offers to recruit staff however this in itself brings its own challenges.</p> <p>Members discussed the moral obligation regarding the living wage however there is also the concern between maintaining the commitment and the differentials between some of the lower level roles.</p> <p>Members considered affordability, CL advised that any in year savings remain a reality and cash would be saved from the capital programme where necessary.</p> <p>The Clerk confirmed quoracy and by a unanimous vote Governors approved the recommendations as presented.</p> <p>RESOLVED – Governors approved the following pay award recommendations:</p> <ol style="list-style-type: none"> 1. Lecturers and Programme Directors receive a 2% increase from 1 February 2018 2. We do not implement the Living Wage 3. No further pay awards are given during the 2017-18 academic year <p>[Paul Sayers, Lauren Anning, Niki Kelly, Jessica Foster and Jamie Weir re-joined the meeting at 6.52pm]</p>	



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 10 October 2022. FGB Meeting of 7/2/18
Confidential Part A minute 6

	ITEM	COMMENTS	ACTION POINT REQUIRED
6	Principal's Report	<p>Multi Academy Trust – GR reported the application to KCC for the Free School in Margate was unsuccessful. Feedback will follow but the Group was second out of 4 applications. The successful bid has not been published however two potential options going forward could be that the process could start all over again or the DfE could reject the KCC application.</p> <p>The Group will continue with the MAT application and a meeting is scheduled with the Regional Schools Commissioner. The appointment to the post of Director for Schools is on hold until we are confident if the MAT will be successful.</p>	