



Full Governing Body Minutes

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| Meeting | Full Governing Body | Date | Wednesday 11 th July 2018 |
| Location | Alfred Yarrow Room, Yarrow Hotel, Broadstairs | Time | 4.17pm |
| Membership | Charles Buchanan (Chair), <i>Tim Kent (Vice-Chair)</i> , Graham Razey (Group Principal), <i>Penny Williams</i> , Tom Price, Jeremy Licence, Gail Clarke, Miranda Chapman, Jonathan Clarke, Tony Allen, <i>Peter Wood</i> , Nicola Kelly (Staff Governor) and Jessica Foster (Student Governor) | | |
| In Attendance | Anne Leese (Group Deputy Principal) <i>Paul Sayers, (Executive Director – Strategy and Partnerships)</i> 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 5 only) | | |

* *Italics notes absence*

| | ITEM | COMMENTS | ACTION |
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| 1 | Welcome and Apologies | The Chair welcomed members to the last meeting of the academic year and thanked Tammy Mitchell for her contribution at the strategy afternoon. Tammy will be joining the Group in September as Executive Director for Schools and Early Years for the EKC Trust. Apologies were received from Tim Kent, Penny Williams, Peter Wood and Paul Sayers. | |
| 2 | Declarations of Interest | There were no additional declarations raised at the meeting other than those previously declared and none directly related to any items within the agenda. | |

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| 3 | Minutes of the Meeting held on 23 rd May 2018 | The Chair invited comments on the minutes of the EKC Group Full Governing Body meeting held on 23 rd May 2018. The minutes were reviewed and approved as an accurate record and duly signed by the Chair. | |
| 4 | Matters Arising | <p>The Chair asked for an update on the Finance support for the Student Union. CL advised that this has started with an internal audit and there will be training and support in place from September for the elected Student Union Finance Officer. CL assured members the training was around custom and practice and not due to any inappropriate spending. The Clerk to recirculate the invitation to members for Chair of the Student Union Consultation Committee for next year.</p> <p>GR confirmed that the settlement was agreed with the Folkestone contractors and the review of project management to see if any monies can be recovered is ongoing.</p> | Clerk |
| 5 | Safeguarding update | <p>[Kate Young joined the meeting at 4.22pm]</p> <p>The Chair welcomed Kate Young (KY) to the meeting and invited her to update members on the content of her report, reminding members that the responsibility for safeguarding lies with the board.</p> <p>KY was pleased to report on the dedication of the individuals concerned with safeguarding in getting it right and assured members that resources are being used appropriately. It has been a challenging year with merger and bringing together a number of different reporting styles in terms of the vulnerable risk register. The concerns previously reported at Sheppey are now being managed appropriately and the safeguarding board post-merger has been really beneficial in the sharing of best practice across the Group.</p> <p>Recent appointments across the Group are being trained and supported in this area and are forging good links with external organisations which has been really positive. EKC Group are really proactive in vulnerable children's lives outside of College.</p> <p>A Governor noted that in two recent Ofsted inspection reports establishments had been criticised for no longer having written references for staff and asked if there was any cause for concern. AL</p> | |

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| | | <p>advised the Group policy is to pursue references for all appointments.</p> <p>A Governor commented on the positive report which gives confidence in the work of the Group.</p> <p>The Chair thanked KY for her independent expertise and support.</p> <p>[Kate Young left the meeting at 4.32pm]</p> | |
| 6 | Chairs Report | <p>The Chair commented on the pace of recent months and the additional workload placed upon the senior management team, extending his thanks to them all from the board.</p> <p>The Chair continues his monthly one to one meetings with the Group Principal and Clerk and noted that there will be termly meetings scheduled with Kate Young from next year.</p> <p>The Department for Education has approved the name change so the formal name change to EKC Group will take place on 1st August 2018.</p> <p>The Chair advised that himself and the Clerk recently attended the South East Regional Governance Conference and highlighted the presentation from the Ofsted inspector, Andy Fitt. The Clerk to circulate the slides from the Ofsted presentation and the teaching, learning and assessment presentation to members outside of the meeting. The Chair urged members to participate more with learner walkthroughs and other assurance opportunities in the coming year wherever possible as this strand of Governance will be key during inspection. GR concurred with this request.</p> <p>Staff Acknowledgments – The Nursery at Canterbury College had an Ofsted visit earlier this week and received a good rating in all areas of the inspection. GR proposed that thanks be given from the board to the manager and staff at the nursery for this achievement; members were in agreement with this recommendation.</p> <p>AGREED - The Clerk will write on behalf of the Governing Body to the Nursery team at Canterbury College for the recent Good OfSTED inspection rating</p> | Clerk |

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| 7 | Principals Report | <p>GR updated members on the post 16 maths pilot with the money in advance of the programme to develop performance for any new students not achieving a grade 4 at GCSE. The total amounts to between £500,000 and £800,000 across the two years.</p> <p>GR highlighted the change in rules for learner eligibility for the adult education budget which means the Group may now be able to offer a much wider part time provision to low income adults. Work will be done over the summer to look at the options for September recruitment.</p> <p>GR circulated the supported learning pamphlet which has been developed for the Group to inform students and parents of the changes due to the changes in High Needs funding. A block funding allocation is in place for 2018/2019 which should mean no further cuts will be made. The new approach is for all new supported learning students and members discussed the wider impact of this in terms of the reduction in 5 day to 3 day provision for some programmes and maximum length of stay within supported learning to 3 years for those students on pre-entry level programmes.</p> <p>GR also circulated a key factsheet which has been developed for the Governors as brand ambassadors of the EKC Group. GR advised that any feedback or questions be directed through the Clerk in the first instance.</p> <p>GR invited further questions.</p> <p>A Governor asked about the Group presence at Discovery Park, GR advised that notice has been given for the science provision and the office space lease expires in July 2019. A decision will be made in early 2019 but some work will be done in the interim to review the relevance of the Group at Discovery Park longer term.</p> <p>In addition to the success stories across the Group, the Clerk noted that Sheppey College recently attended the Southern Region World Skills hairdressing heats and took first place, congratulations were offered.</p> <p>The Chair thanked GR for his update.</p> | |
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| 8 | Clerk and Governor Report | <p>The Clerk reported on recent business undertaken by Governors outside of the Main Corporation meeting:</p> <p>Audit Committee – The Committee met on Wednesday 27th June 2018 and received internal audit reports relating to the recent technology and the nursery reviews. Members agreed that any recommendations from these would be reviewed as part of the internal Risk, Audit and Compliance meeting and a further review of technology by internal audit would be commissioned for autumn 2019. Macintyre Hudson were also in attendance to review the final accounts for Canterbury College. Members noted the accounts and the content and were assured by the unqualified opinion from the auditors.</p> <p>The draft internal audit plan was approved for 2018/2019 and the Committee reviewed the Business Continuity Plan. The risk management policy has been updated to reflect the Local College Boards and members recommend its adoption. Tom Price noted the technical difficulties with teleconferencing at the meeting and other alternatives are to be considered for next year.</p> <p>Finance Sub-Group – This sub-group met on Wednesday 27th June and considered the May management accounts and budget for 2018/2019. These are being discussed later in this meeting.</p> <p>Education and Partnership Sub-Group – The first meeting of the Education and Partnership sub-group took place on Monday 2nd July in which terms of reference and remit of the group were considered and agreed.</p> <p>Local Advisory Board Reports – The summary reports from the Principals of Canterbury College and Sheppey College were provided in addition to the LAB reports for Broadstairs, Dover and Folkestone. Membership of the Local College Boards for September is progressing and an alternative option to the LCB Clerk is being discussed internally.</p> <p>The Clerk distributed the updated Governance calendar and advised that all outlook invitations would be sent out over the summer period.</p> | Clerk |

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| 9 | College Performance Indicators | <p>GR commented on the early stages of historical data for the current CPIs with no significant changes since the last report. The part b Financial CPIs were presented for information as these are still being developed. The business units are presenting their targets to GR which will then be aggregated to Group level to be considered at the first board meeting of the new academic year. The Education and Partnership sub-group discussed how the scale of the business unit can be shown against the target CPI to contextualise some of the data and it was agreed that the overall percentage contribution from each unit should be shown against the overall target.</p> <p>The Chair noted the target for the vulnerable risk register is 0 so the actual of 1803 is always going to be red. Members discussed what sort of measure could be used as a target of vulnerable students was not deemed appropriate. GR to consider how this is presented.</p> | <p>GR</p> <p>GR</p> |
| 10 | Finance Report | <p>CL highlighted the key messages at the end of the year noting the income forecast being significantly below budget due to:</p> <ol style="list-style-type: none"> 1. High needs income 2. ESF project 3. Apprenticeship starts <p>The three combined total £1.9million.</p> <p>The operating surplus is stated at £10.3million due to the restructuring facility grant and break costs and how this is to be reported within the accounts. EBITDA is £1.6million down on budget and the capital expenditure has been restructured to offset against this.</p> <p>A Governor asked if they should be concerned by the drop in income, CL confirmed that the forecast for 2018/2019 is more realistic, particularly in relation to apprenticeships. AL noted the painful realignment staffing exercise recently undertaken across the Group, which leaves a different position for the coming year. GR noted the key risk to the budget for next year is apprenticeships should there be a decline and not the predicted static position.</p> <p>CL advised the members of the core business units performance and contribution levels to achieve 10% EBITDA in line with the new strategy and commented on the break-even forecast for Commercial services next year.</p> | |

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| | | <p>Capital Budget – CL shared the detail of the capital programme for 2018/2019 and asked Governors to approve a two-year capital programme using the revolving credit facility. CL assured Governors that this would be reviewed next summer before the Group commits to the full cash generation but asked for early agreement to begin some of the longer term projects. GR noted the programme is in line with the merger deal with no significant deviation from that.</p> <p>The Chair asked that Governors be assured at points over the year on affordability in light of any in year performance.</p> <p>Gail Clarke, as a member of the Finance sub-group commented that the capital programme was discussed in great depth at the last meeting and would recommend its approval.</p> <p style="text-align: center;">APPROVED – The budget for 2018/19 was formally approved by the Full Governing Body</p> <p style="text-align: center;">APPROVED – The £6,474,000 Capital budget for 2018/19 (2019/20) was formally approved by the Full Governing Body</p> | |
| 11 | Risk Management Report | <p>CL advised that the risk register has been updated to reflect the discussion at the last Full Governing Body meeting relating to student outcomes; this risk has now been increased back to its previous rating.</p> | |
| 12 | Teaching, Learning and Assessment | <p>AL reported on the current picture of teaching, learning and assessment across the Group with a 6% positive increase in good or better study programmes.</p> <p><i>Canterbury</i> has seen most programmes previously in requires improvement move up to good or better however <i>Dover</i> has seen an increase in requires improvement due to falling standards in its hairdressing provision. There has since been a change in the departmental management structure and this should show future improvement. <i>Broadstairs</i> has increased its outstanding provision but similarly has increased its provision requiring improvement. <i>Sheppey</i> has increased in good or better provision with a notable swing in construction. <i>Folkestone</i> has shown significant improvements in hairdressing, which now has outstanding provision. <i>EKC WorkHigher</i> shows a positive improvement in good or better with the notable exception of health and social care apprenticeships.</p> | |

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| | | <p>The basic Maths premium pilot is positive for the Group and is still in early stages of development, an update will be provided at a later meeting. GR advised the Group has applied to become a Maths centre of Excellence and the bid is being submitted in the next couple of weeks.</p> <p>AL recognises there is more work to be done on value added and a new strategy is being written to re-launch this across the Group. AL invited questions and comments from the paper. A Governor asked if this paper could be moved further towards the beginning of the agenda for the next meeting, the Clerk to action.</p> <p>A Governor commented on the organisation chart circulated earlier and welcomed opportunity to meet with the next tier of management, speed dating was suggested as an option and opportunities will be discussed and considered for next academic year to facilitate this.</p> | <p>Clerk</p> <p>Clerk/ Anne Leese</p> |
| 13 | Policy Review | <p>AL presented the Health and Safety, Data Protection and Risk Management Policies for discussion and approval. The Clerk noted the Risk Management Policy had been reviewed by the Audit Committee who recommend its adoption by the Corporation.</p> <p>AL highlighted the changes to the policies which Governors accepted.</p> <p>APPROVED – Governors approved the Health and Safety Policy, Data Protection Policy and Risk Management Policy for publication and implementation.</p> | |
| 14 | Destination Report | <p>The Destination report has been updated to the end of May, which has increased the number of positive destinations for 2016/2017 by 0.8%, a significant percentage of these went into relevant full time employment. AL commented that it is an exceptional amount of data collected compared against sector averages with a very limited number of unknowns. Destinations are widely accepted as the ultimate success measure.</p> <p>The Chair asked that AL circulate the actual tables relating to the data within the report for information outside of the meeting, AL to action.</p> | AL |



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| 15 | Draft Agenda for the next Meeting | Members agreed the draft agenda for the next meeting, noting that Teaching, Learning and Assessment would be presented at the December meeting and the three draft strategies discussed this afternoon would be brought for formal ratification. | |
| 16 | Any Other Business | The Chair offered thanks to Jessica Foster on behalf of the board for her work as Student Union President and Student Governor over the past academic year and wished her every success in her future studies at the London College of Music. Jessica Foster thanked the board for their support and guidance. | |
| 17 | Matters Considered Confidential | There were no items considered confidential at the meeting. | |
| 18 | Date and Time of Next Meeting | 10.00am, Saturday 13 th October 2018, Business Centre Boardroom, Broadstairs | |

There being no further business the meeting closed at 5.57pm

Signed:

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Date: