



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Tuesday 12 th March 2019
Location	Room G3,02, Trust Building, Folkestone College	Time	5.32pm
Membership	Charles Buchanan (Chair), Graham Razey (Group Principal), Penny Williams, Tom Price, <i>Gail Clarke</i> , Miranda Chapman, <i>Jonathan Clarke</i> , Tony Allen, Tim Kent, Peter Wood, Linda Keen, Peter Troke, <i>John Korzeniewski</i> , <i>Nicola Kelly (Staff Governor)</i> and Omar Walker (Student Governor)		
In Attendance	<i>Anne Leese (Group Deputy Principal)</i> Chris Legg (Executive Director – Finance and Commercial Development) Tammy Mitchell (Executive Director Schools and Early Years) Paul Sayers, (Executive Director – Strategy and Partnerships) Lauren Anning (Executive Director – Student Experience and Wellbeing) Tara Ashman (Clerk) Jamie Weir (Invited Observer)		

* *Italics notes absence*

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	<p>The Chair welcomed members to the meeting.</p> <p>Apologies were received from Jonathan Clarke, Gail Clarke, John Korzeniewski and Nicola Kelly. Anne Leese gave her apologies and was not in attendance.</p> <p>The Chair passed on his best wishes to Nicola Kelly as she commences her maternity leave.</p>	

2	Declarations of Interest	Miranda Chapman declared that her company (Pillory Barn) have a contract working with Ashford Borough Council and additionally Pillory Barn were commissioned to run the recent Apprenticeship Awards event.	
3	Minutes of the Meeting held on 29 th January 2019	The minutes of the meeting held on 29 th January 2019, including the confidential part A minutes, were reviewed and approved as an accurate record and duly signed by the Chair.	
4	Matters Arising	<p>The Chair reminded Governors of the Teaching, Learning and Assessment, Curriculum and Commercial Development strategies discussed at the previous strategy afternoon, which have been updated following Governor input and are presented for information. GR noted these strategies sit underneath the strategic plan for the Group, which, unless there is any fundamental changes, is in place until 2022. The next in depth review of the plan will be at the July strategy afternoon.</p> <p style="text-align: center;">NOTED – Governors noted the Teaching, Learning and Assessment, Curriculum and Commercial Development strategies for information</p> <p>LA provided an update against the two points of clarification following the destination report at the last meeting.</p>	
5	Chairs Report	<p>[Peter Wood joined the meeting at 5.41pm]</p> <p>Given recent press, the importance of good governance was impressed upon the members and the Chair noted that Audit Committee would be asked to look at the effective discharging of the board’s responsibilities against the instrument and articles.</p> <p>The Chair and GR attended the Lord Lieutenants Civic Service this morning, which gave opportunity to network.</p>	

		<p>The Chair thanked all Governors for the recent 1:1 meetings, noting the common themes as satisfaction with the current structure, timing and frequency of meetings. The LCB structure is working well although it was recognised a review of effectiveness would take place at the end of the next academic year. There was a general recognition of the need for legal expertise within the board and members are actively encouraged to put recommendations forward. Attendance remains a key focus and the Chair reminded members of their commitment to the Group. Members discussed the use of remote attendance to meetings and this was endorsed.</p>	
6	Principals Report	<p>[Tony Allen joined the meeting at 5.46pm]</p> <p>GR provided an update on the following areas from his report:</p> <p>Events – Damian Hinds as Secretary of State for Education visited the Yarrow Hotel recently and was pleased with the offer for students in the Hotel environment and the apprentices that he had an opportunity to meet with. The Yarrow Hotel hosted the inaugural Apprenticeship Awards which was a positive event supporting local businesses and was well appreciated within the community. EKC Group hosted the Kent FE Skills Competition at Canterbury College. With 26 competitions running on the same day the group achieved 19 gold medals. This was the first of its kind on such a scale outside of the national competition in Birmingham and GR offered thanks to the staff in making this a success.</p> <p>Funding – There is a second debate in parliament on 2nd April to discuss funding issues in FE which Roger Gale is Chairing. It is hoped that there will be good attendance from other local MPs with Charlie Elphicke currently confirmed. Governors across the country have been invited to write to the local MPs about the funding concerns and GR would welcome the support of Governors in this. Jamie Weir will circulate a few key action points to be included should individuals wish to participate, Governors were supportive of this approach.</p> <p><i>Part of this item was considered confidential and will form Part A confidential minutes</i></p> <p>Governors were asked to look out for the new train being unveiled next week as part of the</p>	JW

		<p>Eurotunnel 25th anniversary, the train is wrapped in a design by a Canterbury College student. GR noted that PS, Jonathan Smith, Sharon Hollingsworth and himself are running the London Marathon this year to raise money for the Teenage Cancer Trust and #TeamEmily.</p> <p>GR invited further questions.</p> <p>The Chair asked about 80% of businesses not spending the apprenticeship levy and what the Groups plans are in this regard. Jonathan Smith’s role in Stakeholder Engagement has been moved to within the Group outside of WorkHigher and his action is to target key businesses not spending the levy however it was noted that EKC Group has 55% current market share of apprenticeships locally. Members discussed changes to curriculum reform, which may offer further opportunities for the Group.</p>	
7	Clerk and Governor Report	<p>The Clerk reported on recent business undertaken by Governors outside of the Main Corporation meeting:</p> <p>Audit Committee Update – Audit Committee met on Tuesday 5th March 2019 and Tony Allen as Chair provided a summary of the meeting to members:</p> <p><i>The subsidiary paper</i> which came to the last Governing Body meeting was reviewed by the Committee who have agreed to seek further information from Buzzacott to enable a clear recommendation moving forward.</p> <p><i>Risk Management</i> rating remains unchanged since the last review however, the relationship and ownership to Local Boards is something the Committee will be considering at the next meeting.</p> <p><i>Internal and External Auditors</i> were considered for reappointment and the Committee proposed to retain Wilkins Kennedy as internal auditors for a further 2 years and Buzzacott as external auditors for a further three years.</p> <p>The Committee considered the <i>procurement policy</i> and the current process described within the financial regulations. It was agreed that there should be a reporting mechanism, back to the board for any procurement over £150,000 and the Committee suggested the Finance Sub-Group have this oversight. Members discussed the responsibility of the Sub-Group and advised this report should come direct to the main board for information.</p>	

		<p>NOTED – Any procurement over £150,000 to be brought to the attention of the Full Governing Body for information</p> <p>In line with the removal of the requirement of Vice-Chair from the board, it was agreed that this should be mirrored within the Audit Committee. Should the Chair be unable to attend a Chair would be found from within the membership for the meeting.</p> <p>AoC Senior Postholders Remuneration Code – The Chair noted the code, which had been circulated to members in advance of the meeting, as the first update to the FE Code of Good Governance. As this has been adopted there would need to be compliance of the revised element or explanation as to why not. Members were in agreement that the code should be adopted.</p> <p>APPROVED – Governors approved the adoption of the Senior Postholders Remuneration Code</p> <p>Local College Boards Update – It was noted that student representation at these meetings was not strong across the board; each Chair of the respective board was invited to give an update:</p> <p><i>Broadstairs</i> – The meeting was well attended and overall positive. It was agreed that the CPIs should have an executive summary to assist new Governors. The indicators are improving which is demonstrating the impact locally. The inexperience of the Principal was noted however, this was countered with the level of energy and passion brought to the role. The risk register identified the loss in market share to local schools, which is unique to Broadstairs, and there were some challenging targets set regarding school engagement and student recruitment to be reviewed at the next meeting.</p> <p><i>Canterbury</i> – There was only one student representative at the meeting and broadly most indicators are moving in a positive direction. It was noted that the senior team are not outward facing enough and this is recognised by the board. Stakeholder engagement and Maths & English are the biggest issues demonstrated in the decline in applications.</p> <p><i>Dover</i> – The board dynamics are good with some very good external Governors. Dover is looking to expand its curriculum to include a creative offer and the results of the recent Maths pilot</p>	
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		<p>increased achievement from 18% to 45%. The board would like to offer staff acknowledgements at a local level and this was agreed by members for all Local Boards.</p> <p style="text-align: center;">APPROVED – Governors approved the use of ‘staff acknowledgments’ for Local Boards</p> <p><i>Folkestone</i> – The meeting was well attended with good sector representation. The two key areas of focus were Maths & English and full cost income. Maths & English will be supported through the rapid improvement process and there have been some innovative ideas to reach the full cost income target. The Chair and Principal met prior to the meeting and this was agreed as a direction for future meetings.</p> <p><i>Sheppey</i> – The positive rapport between the Principal and Deputy Principal of Sheppey College was noted. The attendance rates for Maths & English are the highest in the Group and this is to be congratulated. The investment in Sheppey has made a difference to staff wellbeing and this was recognised. The challenge for Sheppey College is adult attendance and staff absence; being a small College both of these can have a large impact being a small number of individuals.</p>	
8	Group Performance Indicators	<p>GR presented the Group Performance Indicators for information and invited questions. From next month there will be comparative data post-merger which will be helpful in starting to build a historical picture. GR asked whether an executive narrative would be of benefit to give some context to the Group targets. Members agreed that this would be useful.</p> <p>As Group Principal, GR has introduced an Objective and Key Results system (OKRs) which focuses on 5 key areas: Adult Education Budget, Full Cost Programmes, 16-18 Maths & English, Staff Wellbeing and EKC IntoWork & Schools Trust branding and message.</p> <p>GR advised that the increase in applications is due to the resolved issues with the UCAS Progress system. Folkestone and Sheppey have the highest applications against target at present.</p> <p>A Governor asked why the staff absence figure is currently 1.4 but is forecast 7.9 at the end of the year. GR explained the figure is cumulative throughout the year and described the Bradford Factor used to record absence within the Group.</p>	GR

9	Finance Report	<p>CL noted the management accounts had been reviewed by the Finance Sub-Group last week and provided an update to all members, highlighting the following:</p> <ul style="list-style-type: none"> • The report provides a quarter one budget position. Quarter two is nearing completion and is showing that the final position is improving • Income remains down, which is highlighted in the narrative, apprenticeship targets are being reforecast monthly and, having under recruited on HE at the start of the year, there is no opportunity for improving this position • Pay is running in line with budget and will be slightly underspent at the end of the year • Non-Pay is underspent but spending will increase through the year • Overall, EBITDA is slightly improved and this will impact positively on the cash balance. February and March are notorious in FE for being difficult cash flow months, due to the phasing of the funding allocations. Cash flow is being managed through a reduction in the capital programme. There will likely be a summer small capital works campaign to ready for September. • Financial health score is on target to achieve good, which is an important focus for this year <p>The Group has to submit a quarterly re-forecast and undergo a monitoring visit from the ESFA due to the monies received from the Transaction Unit, it is hoped that a good financial health score will satisfy the department. The Chair asked whether the ESFA have exercised the opportunity to attend a board meeting, GR confirmed this not to be the case.</p> <p>A Governor queried why the release of capital grants is £1million down on forecast, CL advised this was an budgeting error and the grant money received from the LEP should have been recorded on the balance sheet to depreciate over the life of the project and not cash.</p> <p>A Governor noted that target for cash reserves at the end of the year would only cover 2 weeks of trading, CL advised this is in line with the financial plan.</p>	
10	Nursery Update	<p>TM advised that the new Ofsted framework will affect early years provision and noted that priorities have been formalised to work towards Outstanding across the nursery provision. Shane Godwin and TM have been working with KCC to explore the growth of our nursery provision in</p>	

		<p>East Kent; TM will provide an update on progress at the June meeting. The strategic ambition remains to have at least one nursery in all the major communities the Group serves. GR advised that the nurseries cannot be transferred into the Multi Academy Trust, legal advice has been sought and a nursery can only be in the MAT if it is connected to one of the schools. If the subsidiary company comes back as an Audit Committee recommendation, it would not be the Groups intention for the nurseries to move and would remain a Group concern.</p> <p>Members discussed the progress in Dover; the initial feasibility study would suggest the original proposal is not financially viable so other options are currently being explored. TM confirmed the need locally for provision from 6 months old and 30-hour childcare offer.</p>	
11	MAT Update	<p>TM provided an update to the report presented for information. The Regional Schools Commissioners (RSC) Office have today signed off the application, which will go to the Head Teacher Board in May. The timeline for 1st September conversion remains achievable although not without challenge.</p> <p>The Chair advised that Peter Troke has agreed to join the MAT as a Trustee and Jonathan Clarke as Chair of the Trustee Board; congratulations were offered.</p> <p>[Peter Wood left the meeting at 7.30pm]</p>	
12	Quality Improvement Plan	<p>GR reported to the board in the absence of AL, taking members through the process of reaching a Group Quality Improvement Plan (QIP). Each Business Unit has a QIP that is self-assessed at local level and reviewed by the Local Boards. The key issues form the systematic overarching plan. The QIP is reported in an overall plan and by monthly actions. A Governor queried the difference in colour on the monthly plan; this is to define tasks that have been completed. It was noted some tasks are ahead of schedule and none are behind.</p> <p>GR invited questions of members. The document will continue to be updated and will be brought back to the board for information later in the year.</p>	Agenda

		The Chair encouraged members to participate in learner walks to enable to the triangulation of the information presented. The Clerk advised these walks could be specifically arranged for the individual Governor, either by Business Unit or curriculum theme.	ALL
13	Gender Pay Gap Report	<p>GR advised this was the second year in which a report of its kind is mandatory. The Group have included greater detail within its presentation this year and the document will be published on the Group website.</p> <p>Members discussed the detail within the report, noting the high proportion of female staff in lower paid roles. Members were reassured that with a fixed point of pay there was no difference in pay between gender in the same role.</p> <p>A Governor sought clarification on blind recruitment, in which all characteristics are removed from the application form prior to shortlisting. This will be adopted once the software enables the Group to do so. A Governor commented on a recent report in which the 'unconscious bias' was within the software due to it being written predominantly by men.</p> <p style="text-align: center;">NOTED – Governors noted the publication of the Gender Pay Gap report for EKC Group</p>	
14	Adult Education Budget Update	<p>PS noted that Government policy is to devolve part of the Adult Education Budget (AEB) to Mayoral Combined Authorities and the Greater London Authority (GLA) from academic year 2019/2020. EKC Group have been allocated £463,163 from the GLA in 2019/20 due to subcontracting in 2017/2018.</p> <p>The long-term strategy is to deliver only in East Kent however approval is sought to continue with subcontracting this year to London residents to protect the AEB funding for next year. Approval is also required to work with a previous partner, Go Train, to deliver this subcontracting. Members agreed to the proposals outlined within the report.</p> <p style="text-align: center;">APPROVED - Governors approved the recommended approach to subcontracting in 2018/19, including allocating £463,163 of funding to Go Train to delivery to London residents</p>	

15	Sittingbourne Update	<i>This item was considered confidential and will form Part A confidential minutes</i>	
16	Students' Union Update	<p>LA asked for the boards support to consult with students about a proposed new model for the Students' Union. It is recognised that the challenge of one union over the geography of 5 Colleges is great and student feedback to date is the preference for a local union. The constitution would need to be re-written and would come back to the board in June for approval. Governors were supportive of this approach.</p> <p>The Students' Union would have autonomy at a local level and the current budget would be split across the 5 sites. The position of Student Governor at the main board level would be a separate recruitment exercise.</p> <p>The Chair noted that the approach was consistent with devolution and would enhance the role of Student Governor at a Local Board level. A Governor noted that the terms of reference of the Local Boards would need to be updated if the constitution is approved. Members discussed the role of President as 5 sabbatical positions across the Group and this will be considered as part of the consultation.</p> <p style="text-align: center;">APPROVED – Governors approved the consultation into the amendment of the Students' Union Constitution</p> <p>Accounts – CL noted the positive variance at year-end with an increase in reserves and invited questions. Members discussed the detail within the accounts and were assured with the new processes in place for this year. Members reviewed the Students' Union accounts for 2017-2018 and approved the content as presented.</p> <p style="text-align: center;">APPROVED – Governors approved the Students' Union accounts for 2017-2018</p> <p>President Update – OW noted the report and invited questions. The Chair commented on the impressive range of activities and members discussed the feedback from students and the feedback mechanism for this. The local Vice-President sits on the Local College Board and OW is</p>	Clerk

		<p>present on the learning walks with senior staff at each of the Colleges. A Governor commented on feedback for the student representation at Folkestone College LCB and members observed how answers are given when questions are phrased in a certain way.</p> <p>The Chair thanked OW for his update.</p>	
17	Policy Review	<p>PS presented three policies for review and approval.</p> <p>Anti-Slavery and Human Trafficking – This is a requirement by law and is reviewed on an annual cycle. The updates are to number of employees and learners.</p> <p>Technical School Disciplinary Policy – There is no longer the requirement to follow the DfE standard policy and both the disciplinary and admissions policy have been updated to be more in line with the ethos of the Technical School.</p> <p>Technical School Admissions Policy – A Governor challenged the right to refuse a learner having been permanently excluded from another educational establishment. TM advised this was for the safety of the individual and other students if, following a risk assessment, the learner posed a significant threat in some of the more dangerous technical environments. Members asked that this be re-phrased to give some clarity around this within the policy. PS suggested that the bullet points be re ordered which should offer this clarification.</p> <p>Subject to the change discussed within the admissions policy, members approved the publication and implementation of each.</p> <p style="text-align: center;">APPROVED – Governors approved the Anti-Slavery and Human Trafficking, Technical School Admissions and Technical School Disciplinary Policy for publication and implementation</p> <p>[Miranda Chapman, Penny Williams and Tom Price left the meeting at 8.15pm – the Clerk confirmed the meeting remained quorate]</p>	

18	Draft Agenda for the next Meeting	<p>Members agreed the draft agenda for the next meeting, the Chair encouraged attendance to the development session being held directly before the meeting on the changes to the Common Inspection Framework.</p> <p>It was agreed that the Principal's Update be extended to 30 minutes.</p>	
19	Any Other Business	<p>CL advised that the insurance renewal is above the signing threshold for the Group Principal and sought approval for the expenditure. The Audit Committee has considered the additional recommendations at their last meeting and asked that the Governor liability cover be increased from £2.5million to £5million. The overall insurance cover for the year still effects a saving post-merger and Governors approved the expenditure.</p> <p style="text-align: center;">APPROVED – Governors approved the £207,990.85 plus tax insurance cover with Arthur J Gallagher Insurance Brokers Ltd for the period 1 April 2019 – 31 March 2020</p> <p>There was no further business at the meeting.</p>	
20	Matters Considered Confidential	Part of item 6 and Item 15 will be reported under Part A confidential minutes.	
21	Date and Time of Next Meeting	5.30pm, Tuesday 30 th April 2019, Dover Technical College	

There being no further business the meeting closed at 8.19pm

Signed:

Print:

Date: