



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Wednesday 14 th March 2018
Location	Main Hall, Sheppey College	Time	5.44pm
Membership	Charles Buchanan (Chair), <i>Tim Kent (Vice-Chair)</i> , Graham Razey (Group Principal), <i>Penny Williams, Tom Price, Jeremy Licence, Gail Clarke, Miranda Chapman, Jonathan Clarke, Tony Allen, Peter Wood</i> , Nicola Kelly (Staff Governor) and <i>Jessica Foster (Student Governor)</i>		
In Attendance	Anne Leese (Group Deputy Principal) Paul Sayers, (Executive Director – Strategy and Partnerships) Chris Legg (Executive Director – Finance and Commercial Development) <i>Lauren Anning (Executive Director – Student Experience and Wellbeing)</i> 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 Anita Goymer and Nicole Fitzpatrick for the tour of Sheppey College. The plea for IT connectivity was noted and is recognised by management. Apologies were received from Tim Kent, Penny Williams, Tom Price, Jeremy Licence, Tony Allen, Peter Wood Jessica Foster and Lauren Anning. The Clerk noted that attendance at the March meeting is historically less than at other points in the committee calendar but confirmed that 46% achieves quoracy.	
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.	
3	Minutes of the Meeting held on 7th February 2018	The minutes of the EKC Group Full Governing Body meeting held on 7 th February 2018, including the confidential minutes were approved as an accurate record and duly signed by the Chair.	

4	Matters Arising	The Chair enquired on the development of the CPI for students on the vulnerable risk register, GR advised the data is currently not stored centrally by the Group so this will be generated manually for the remainder of the year until a single student record system is in place from 1 st August. There will be a manual first set of data presented at the next meeting.	
5	Chair's Report	<p>The Chair updated members on the Governance support for the Group in respect to High Needs which will be discussed in greater depth during the Principal's update. The meetings with the Principal and Chair continue.</p> <p>NLFE Appointment – GR has been appointed as a National Leader of Further Education which is a great accolade for the College for the Principal to be selected from a large number of applicants in the sector down to the final 7. The Education and Training Foundation (ETF) fund up to £10,000 for initial support meetings which is calculated at a full cost day rate. The Principal can choose relevant members from the senior team to support the commissioning College and should this work go beyond the initial funding it is the commissioning College's liability to meet any subsequent costs. GR advised that the first College has been assigned and he is in discussion with two others. Members clarified the value of a day rate fee for this work. The money paid to the College can be used to backfill other services and GR cited the data officer in MIS as an example. Item 5.4 of the Conditions of Designation require agreement from the board that the Principal can enter into this agreement and this was unanimously approved.</p> <p style="text-align: center;">APPROVED – Governors approved the Principal entering into the NLFE Conditions of Designation Agreement</p> <p>Staff Acknowledgements – GR recommend that the board acknowledge the Director of Commercial Services and General Manager of the Yarrow Hotel and their team in achieving a 4 star rating in their recent inspection. Governors were pleased to support the recommendation and the Clerk will draft a letter to Shane Godwin and James Redshaw on behalf of the Chair and the Board.</p> <p style="text-align: center;">AGREED - The Clerk will write on behalf of the Governing Body to the Yarrow Hotel Management</p>	Clerk
6	Principal's Report	GR noted the content of the report to Governors bringing further updates in the particular areas of:	

7	Clerk and Governor Update	<p>The Clerk reported on recent business undertaken by Governors outside of the Main Corporation meeting:</p> <p>Search and Remuneration Committee – Jonathan Clarke as Chair provided an update of the earlier meeting. Local College Boards (LCB) are progressing well and this Committee will endorse the appointments to the boards and have greater input on the Chair appointments. All LCB Governors will be invited to the strategy afternoon on 11th July. The Succession Planning policy was reviewed and accepted and there was discussion on training for the board, the proposed training schedule will be brought to the next board meeting. The role of the Independent Safeguarding Chair provides comfort to Governors in being able to discharge their responsibilities appropriately without a Lead Governor however there was discussion on whether this was the same in regards to Health and Safety, Equality and Diversity and HE. Members recommend to the Audit Committee that a review of the Lead Governor and delegated responsibilities be considered in the Internal Audit Plan for 2018/2019.</p> <p>RECOMMEND – Governors recommend that an independent review of Lead Governors and delegated responsibilities be undertaken as part of the Internal Audit Plan 2017/2018</p> <p>Finance Sub-Group – This sub-group met on Tuesday 6th March and discussed the report presented in item 9; CL advised that the Finance team are working on the 18 month year end for Canterbury and requested that there be no management accounts generated for February. The first set of merged accounts will be generated in March and will reflect the quarter 2 forecast. Members were supportive of this request.</p> <p>NOTED – Governors supported the absence of February management accounts for the Group due to the 18 month year end for Canterbury College</p> <p>Reputation and Stakeholder Management – The task and finish group met to discuss the draft stakeholder plan which is progressing well. The plan will be presented at the next meeting for ratification and the formal sub group of the board will commence to review the actions from May 2018.</p> <p>Local Advisory Board Reports – The summary reports from the Principals of Canterbury College and Sheppey College were provided as agreed at the last meeting. Due to the poor weather only Dover Technical College LAB was able to proceed however the other LAB meetings have been rescheduled for Broadstairs and Folkestone and these reports will come to the April meeting. Feedback from recent advisory boards has been supportive of the proposed new structure for next year.</p>	
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<p>8</p>	<p>College Performance Indicators</p>	<p>GR noted the financial College Performance Indicators would be generated once a merged set of accounts have been produced.</p> <p>The CPIs brought to this meeting are at Group level and the breakdown of how these are reached from each contributing business unit are shown in the bottom right corner of the individual CPI. GR reported no surprises in the data presented once they had been amalgamated. CPI 19 will be the number of learners on the vulnerable risk register however this will be manually generated for the remainder of the academic year.</p> <p>GR highlighted two particular areas of concern, these being staff absence rate and adult education budget delivery, describing the management response to these issues. There is no history of the Group data but some data has been amalgamated retrospectively for 16/17, as the data can be accessible due to the shared leadership team pre-merger. GR was pleased to report that for the first time in 8 years full cost programme income is above target.</p> <p>Questions were invited.</p> <p>A Governor commented on the clear and transparent information within the CPIs. The Chair noted the increase in estates utilisation from 33% since area review to 37% currently; GR advised this is an evolving picture but much work has been done to improve the position.</p>	
<p>9</p>	<p>Finance Report</p>	<p>CL reminded members that the management accounts report is for January 2018 so is just for East Kent College pre-merger. There are no management accounts for Canterbury College as the 18-month year-end is being processed.</p> <p>CL detailed some of the variances within the budget highlighting apprenticeships and the adult education budget as the two main areas of challenge. To meet the adult education budget and retain the target for next year there will need to be some additional sub-contracting in year. Apprenticeships have progressed well but will not meet the target set for the year.</p> <p>Although a deficit budget is still being proposed, there will be a review of the estates strategy to look at capital expenditure in year and focus on those areas that improve utilisation and effect new growth.</p>	

		<p>A Governor asked if there was a feel for the combined forecast yet, CL reported an improved picture in interest repayments but everything else should be broadly similar. There will be some ongoing revenue savings once some legacy contracts expire however most of the savings have been made in this regard.</p> <p>A Governor asked why covenants 3 and 4 relate to EBITDA, one at 1.5 times and one at 2 times, CL advised that covenant 4 used to relate to operating surplus prior to the changes in reporting.</p> <p>The commercial activities were detailed with an overall deficit reported due to the agreed Yarrow deficit for year 2 of operation. Members discussed the nursery and the impact of 30 hours free childcare. The finance sub group will review all commercial activities with Shane Godwin at the next meeting.</p>	
10	Risk Management Report	<p>PS reported on the two key outcomes following the strategy session in February: High needs – this has now been captured in risk 2 (failure to provide exceptional learning opportunities) and risk 4 (financial health of the Group). Risk at local level – the internal Risk, Audit and Compliance Committee are considering the risks at local level through the individual registers which feed in to the group risk register presented.</p> <p>The risk for Governance was considered and Governors approved the medium risk rating of 12 given the newly merged board and the proposed Local College Boards.</p> <p style="text-align: center;">APPROVED – Governors approved the proposed risk target for Governance (risk 10)</p>	
11	Teaching, Learning and Assessment	<p>AL presented the first Teaching, Learning and Assessment report for the Group. The Group aim is to have consistently good or outstanding provision; good or better has improved by 4% however, the number of outstanding provision has declined. The report gave a flavour of each of the Colleges strengths and challenges. AL reported staff turnover and staff absence having a big impact on the student experience. The particular challenge at Canterbury is the gap between attendance on the level 3 main programme of study against the English and maths and work is being done to narrow the gap in year.</p> <p>A Governor asked about the moderation mechanism for the grades presented by the College Principals; the CPIs help to triangulate and enables challenge at the performance review meetings. A Governor asked if there was peer review across Colleges, GR advised the new role proposed will set the criteria for assessment</p>	

		<p>and the end of year outcomes would be triangulated against their own judgement with appropriate support in place where necessary.</p> <p>AL described a pilot at Folkestone College where students are being asked to form a moral agreement to attend English and maths; the buy in from students is the key to success. GR has written a piece on this subject, which will be published in the next edition of the TES, Jamie Weir will circulate to members on publication.</p> <p>A Governor raised a concern following the tour where a staff member commented in passing that staff do not get a lunch break. Members discussed this perception and the senior team assured members that there is no additional pressure, implied or otherwise, to work through lunch but the expectation is there is job to be done and as professionals this is managed independently.</p>	<p>Jamie Weir</p>
12	Annual Equality Report	<p>In the absence of LA, AL presented the annual equality report as drafted by the Head of Student and Community Affairs – Alison Gray. AL updated the outstanding figures in the report in relation to the ethnic composition of East Kent College students for 2016/2017, this being 2% BAME, 7% unknown and 92% white. AL invited questions from members.</p> <p>The Chair felt the report was light on statistical comparison and data, commenting that, although there is a factual local context reported, there are no direct statistical comparisons with the local demographic. GR noted that the senior team had not agreed the action plan.</p> <p>Members agreed that the report and subsequent action plan was not ready for publication and asked that this be reviewed and returned to the next meeting for further discussion.</p>	<p>Agenda</p>
13	Gender Pay Gap Report	<p>AL advised that a report has been produced for both East Kent and Canterbury College respectively. Gender pay reporting legislation was introduced in 2017 and requires employers with 250 or more employees to publish statutory calculations annually.</p> <p>AL reported the Group took the decision to not add any additional commentary or narrative and only publish what was required. GR confirmed the information that had been gathered had been checked for accuracy</p>	

		<p>however without the narrative to explain the significant number of female Learning Support Practitioners there is no scope within the mechanics of the system to allow for such differentials. The board was assured that there is no inequality of pay with regards to gender within the same roles and supported the publication of the report.</p> <p style="text-align: center;">APPROVED – Governors noted the publication of the Gender Pay Gap report for both East Kent and Canterbury College</p>	
14	Audit Committee Update	<p>Gail Clarke highlighted the following items from the recent Audit Committee meeting held on 6th March 2018:</p> <p>Internal Audit Report – Financial Controls GC reported on the discussion into the suitability of Symmetry being fit for purpose and cited the double payment of an invoice as an example. GR asked CL if the College is taking steps to recover the overpayment which was confirmed although CL was unsure how far into the process it was; CL recognised part of the issue was human error and consistency of compliance across the group was a key message from the audit. Wilkins Kennedy considered the GDPR action plan a mature and well developed document and GC reported the Committee have agreed for GDPR to become a standing agenda item for the next academic year. Yarrow initial assumptions were again raised within the financial audit and the committee suggested that a task and finish group be formed to review the initial assumptions and sought volunteers. The Clerk to circulate the opportunity to all members outside of the meeting.</p> <p>Internal Audit Plan 2017/2018 GC advised that the Committee agreed for Wilkins Kennedy to return later in the year to follow up on the issues raised within the report and that with the ongoing concern being raised regarding corporation tax and the Yarrow, Buzzacott should be commissioned to give an opinion. This means the marketing review would be unaffordable in this year’s plan but some internal work could be done in the meantime. GR advised that he would still be looking at an independent review of marketing outside of the Audit Plan and the Chair commented that this assurance and advice could still be presented to the board in this way.</p> <p>Membership and Terms of Reference Members considered the terms of reference and agreed for these to remain for the 18/19 academic year. Members noted the lean Committee with 3 to be quorate and 4 as the membership and are inviting additional</p>	Clerk

		<p>membership from the board in the first instance. The board discussed the proposal and, given the size of the main board, recommend that quoracy be reduced from 3 to 2 rather than the membership be increased.</p> <p>RECOMMEND – The board recommends that the quoracy for the Audit Committee be reduced from 3 to 2</p> <p>Policy Reviews – Financial Regulations and Procurement The Audit Committee recommended the Procurement Policy and updated Financial Regulations for approval. Minor changes to job titles and responsibilities have been made to both the procurement policy and the financial regulations and the addition of details about EU procurement thresholds has been included in the Procurement Policy.</p> <p>APPROVED – Governors approved the Procurement Policy and Financial Regulations for publication and use</p>	
15	Policy Review	<p>PS presented the Safeguarding Policy and Equality and Diversity Policy for approval by the board.</p> <p>The Safeguarding policy has been through the internal Policy Committee and the Safeguarding Committee and has been updated to reflect the changes to the statutory government document 'keeping children safe in education' including private fostering, children missing education and when a child is missing. There has also been a section added in regards to safeguarding apprentices.</p> <p>The Equality and Diversity policy has been updated to reflect role changes and the wider group remit and process.</p> <p>Governors discussed the policies as part of the policy cycle and sought clarification on which are those that need approval, noting or oversight by the board. A Governor understood that the assurance comes from the policy committee process and enquired if the board is being asked to endorse and ratify the policy for publication. PS advised he would bring the policy schedule to the next meeting for debate on these items.</p>	PS



		APPROVED – Governors approved the Safeguarding Policy and Equality and Diversity Policy for publication and implementation.	
16	Draft Agenda for the Next Meeting	<p>Governors discussed the agenda for the next meeting, noting that the business continuity plan will be moved to the July meeting following review by the Audit Committee in June. The equality report will be reviewed by the College Leadership Team and return to the next meeting and AL will provide update papers on student destinations and the Technical School.</p> <p>The Clerk reminded members that a photographer would be attending prior to the next meeting at Folkestone to take profile photographs for the Governor area of the EKC Group website.</p>	
17	Any other business	There was no other business to report at the meeting.	
18	Matters considered confidential	Part of Item 6 will be reported under Part A confidential minutes.	
19	Date and Time of Next Meeting	5.30pm Wednesday 25th April 2018, G0.27, Trust Building, Folkestone College	

There being no further business the meeting closed at 8.16pm.

Signed:

Print:

Date: