



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Tuesday 30 June 2020
Location	Virtual Meeting via Microsoft Teams	Time	5.30pm
Membership	Charles Buchanan (Chair), Graham Razey (CEO) (Chief Executive Officer), Gail Clarke , Miranda Chapman, <i>Jonathan Clarke</i> , Tim Kent, Peter Troke, Peter Wood, John Korzeniewski, Peter Cheney, Richards Brooks, Joanna Worby, Gregg Skinsley-Stephens (Staff Governor) and Lucas Hammond (Student Governor)		
In Attendance	<p>Anne Leese (AL) (Deputy Chief Executive Officer) Chris Legg (CL) (Chief Financial Officer) Tammy Mitchell (TM) (CEO EKC Schools Trust) Paul Sayers (PS) (Chief Strategy Officer) Andrew Stevens (AS) (Chief Operating Officer) Jamie Weir (JW) (Invited Observer) Sharon Hollingsworth (DoG) (Interim Director of Governance) Kerry Hickmott (Minute Clerk)</p> <p>New Governors: Ella Brocklebank (EB), Jason Howard (JH) and Alan Baillie (AB) (Item 6 onwards)</p> <p>Kate Young (KY) Independent Chair of Safeguarding (Item 13 only)</p>		

(Italics denotes absence)

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	<p>The Chair welcomed members to the meeting.</p> <p>Jonathan Clarke was absent with no apologies received.</p>	

		Due to the measures associated with the Coronavirus, the meeting took place virtually through Teams.	
2	Declarations of Interest	There were no additional declarations to the meeting other than those declared as standing.	
3	Minutes of the Meeting held on 5 May 2020	The minutes and confidential minutes of the Full Governing Body meeting held on 5 th May 2020 were reviewed and approved as an accurate record. The remote e-signing of the minutes will be undertaken by the Chair following the meeting.	
4	Matters Arising	None.	
5	Proposed new governor appointments	The proposed appointments of Ella Brocklebank, Jason Howard, and Allan Baillie which had been previously considered by the Search and Governance Committee were unanimously agreed. The notable strengths of each candidate covering experience in the areas of education, Kent County Council, and the construction industry was welcomed. Resolved: to appoint Ella Brocklebank, Jason Howard, and Allan Baillie to the Full Governing Body. [Ella Brocklebank (EB), Jason Howard (JS) and Allan Baillie (AB) were invited to join the meeting]. EB, JH and AB introduced themselves and gave a brief overview of their background.	
6	Chair's Report	The Chair thanked the governors who had been part of the Covid-19 weekly sub-group meeting. The Chair reported that since the last meeting, he had met separately with the CEO, DoG and the independent Chair of the Safeguarding Committee. He had also attended a FE Chairs Network on-line meeting and a Regional AoC on-line meeting. The topic of conversation at these meetings mainly focussed on the plans for the return to colleges.	

		<p>The Chairs Network sub-group meeting discussed the response to the Black Lives Matter issue and the student and staff interest in this topic.</p> <p>The Chair noted that the governing body meeting was the first meeting in the new governance structure. CB invited questions.</p> <p>A governor asked whether the Covid-19 sub-group meetings will continue and whether different scenarios should be planned for. This is covered in item 9.</p> <p style="text-align: center;">NOTED: The Chair's report.</p>	
7	<p>Chief Executive Officer's Report</p>	<p>The CEO reported that he had kept governors and staff up to date via his daily updates. It was acknowledged that the Prime Minister had very recently delivered a speech about the Further Education infrastructure fund. It was announced that there will be £900million investment through Local Enterprise Partnerships (LEPs). It is proposed that the Group will apply for a £3.5million bid to develop the Dover Technical College and invest in category c and d aspects of the campus including digital capacity. It was noted that the Group's Capital money will be used to accelerate some of the required works.</p> <p>The CEO advised that three bids have been submitted by the Group through the re-released College collaboration fund, which seek to bring about improvement through the FE Commissioners office.</p> <p>EKC Group are leading on one bid focused on business systems and curriculum planning with North Kent College and Morley College. A second bid is being submitted partnering with Plumpton College, Basingstoke College of Technology and West Thames College on digital learning. A third bid on staff development is to be submitted between Kent Colleges being led by Mid Kent College.</p> <p>It was noted that government plan to invest some £3.6 billion to help 764,000 young people and adults retrain in a skills recovery plan. It was queried how many of those people are in our area.</p>	

		<p>The CEO advised that a significant number would be in the East Kent area and work will be undertaken with local job centres to look at re-training programmes for adults particularly in areas such as Sheppey, Dover, and Margate. It was acknowledged that young people are particularly affected by unemployment noting that many students who have finished their sixth form studies cannot secure employment. It is planned to have specific programmes for 18-19yr old along with university graduates as very few new jobs will be available. It was noted that young people may need to develop their skills in a technical area. Paid traineeships may be an option. EKC IntoWork have scaled targets with £1 million extra to deliver additional work. The impact on the 18-19yr old is unknown. Current applications and progression rates are up 7% across the board.</p> <p>The Chair asked whether the infrastructure fund is separate to the budget allocated for Dover Technical College. The CEO commented that the government capital fund which could support Folkestone College and Dover Technical College will not be available until March 2021. We need to be mindful around the conditions of the transfer agreement for Folkestone College.</p> <p>The CEO advised that in relation to the Black Lives Matter topic, a new group has been developed internally called the Organisation Culture Development Group which will focus on all of the protected groups and consider our response as to how the Group will operate in this area going forwards. Student input will be considered through the Education and Student Experience Group.</p> <p>A governor noted the strategic plan had been updated regarding Covid-19. It was further noted that the plan did not consider BLM and BAME issues, however it was pleasing to understand of the new Organisation Culture Development Group being formed. It was acknowledged that more needs to be done regarding the composition of the current membership of the governing body and the Senior Leadership Team within the organisation.</p> <p>The Deputy Chief Executive Officer advised that a focus group was recently arranged to explore this topic. Governors agreed that it was reassuring to note an overwhelmingly positive response from the BAME community within our organisation, however it was acknowledged that there was more work to do. This new group will look at the culture and values in totality so that the Group</p>	
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		<p>can continue to challenge its practices as an educator.</p> <p>NOTED: The Group CEO's report.</p>	
8	Interim Director of Governance report:	<p>The interim Director of Governance advised that apart from two governors, the required mandatory Safeguarding, Prevent and GDPR online training was complete. In terms of the new governor appointments their mandatory training requirements will be covered as part of their induction.</p> <p><u>Audit Committee meeting held on 9th June 2020</u> Following the Audit Committee meeting held on 9th June, the Full Governing Body was asked to consider the following items:</p> <p>Sabotage and Terrorism Insurance - the quote to provide cover is £18,003.45 plus insurance premium tax for a one-year period. The Group's current insurance cover policy is a total of approximately £430,000 over the three-year period. The additional sabotage and terrorism cover would mean an increase of more than 10% on the current policy cost. An Audit Committee member noted that the proposed total value covered is for the net value of all six sites and the risk of all sites being attacked simultaneously is low.</p> <p>Agreed: The Governing Body agreed not to take out Sabotage and Terrorism Insurance but to look at cover against ransomware as an alternative.</p> <p>Risk Register - the Audit Committee recommends that Risk 10 – Governance, the probability score is increased from 2 to 3 to reflect the new governance structure increasing the overall risk score to 18. In assurance and controls to add that the FGB will self-assess against the new structure in one year.</p> <p>A governor queried why the risk had increased. It was felt that a change in the governance structure increased the risk until it was embedded and that should be reflected pending a self-assessment.</p>	

		<p>Agreed: The Governing Body agreed with the Audit Committee's recommendation to increase the overall score for Risk 10, Governance from 12 to 18</p> <p>Policy update – this item will be covered under item 15 of the minutes.</p> <p><u>Business Committee meeting held on 2nd June 2020</u> Following the Business Committee meeting held on the 2nd June, the Full Governing Body was asked to consider the following items:</p> <p>IT hardware proposal - the Committee agreed the IT Hardware proposal to go the Full Governing Body for approval with the following caveats:</p> <ul style="list-style-type: none"> - Add to the report that every staff device is owned by the Group and must be returned upon leaving the organisation - Review of policy in one year to ensure policy is achieving its purpose <p>This item will be covered under item 11 of the minutes</p> <p>Annual pay award - the Committee agreed to recommend the Annual Pay Award to the Full Governing body for approval. This item will be covered under item 16 of the minutes.</p> <p><u>Education Committee meeting 2nd June 2020</u> There were no resolutions for the Full Governing body approval, however the Committee Chair noted that it was a comprehensive inaugural meeting which had demonstrated how the new committee arrangements will positively support the governing body going forwards. The Committee Chair further noted that comprehensive presentations were received from staff on minimum standards and T-Levels.</p> <p><u>Search and Governance Committee meeting held on 19 May 2020</u> The proposed Governor re-appointment to the Full Governing Body were considered alongside the proposed term of office.</p>	
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		<p>Resolved: The following Governor re-appointments were agreed with the terms of office as follows: Gail Clarke, 3-year extension John Korzeniewski, 3-year extension Peter Troke, 3-year extension Peter Cheney, 3-year extension Joanna Worby, 2-year extension Richard Brooks, 3-year extension</p> <p>The Annual Calendar of Governance Meetings 2020/21 was presented, for information. Members were asked to advise the DoG of any know issues of attendance.</p> <p>The governor self-evaluation and skills audit will take place during July/August. The process will include the introduction of a short ethnicity/diversity monitoring form.</p> <p>The draft governor development programme is currently being worked up. The programme will include internal and external opportunities.</p> <p>NOTED: The interim Director of Governance report with the resolutions stated above.</p>	
9	COVID-19	<p>The CEO outlined a report which sought to assure governors on the actions of the Group to manage and mitigate against the impact of Coronavirus.</p> <p>It was noted that it was the 100th day since lockdown. Staff had been kept fully informed via the CEO's daily updates.</p> <p>The weekly Coronavirus governors sub-group meeting had been formed to focus on risk assessments and developments going forwards.</p> <p>The CEO reported that the Group is planning for the return of adults from Monday, 6th July, subject to government guidance.</p>	

		<p>There had been a successful return of students to college, with many students passing their exams. By the end of phase 2a re-opening, all students will have completed their studies with record achievement rates. The CEO thanked local teams and teachers for getting the students through their studies. It was acknowledged that Ofqual guidance advised of up to 30% change to predicted grades. Therefore, the Group's achievement rates are unknown until results day.</p> <p>The Academic Term officially ends on 2nd July however, this will be extended to 10th July and further, to the end of July for a very small cohort. Apprentices and technical level 2 and level 3 adults will then become the key focus. Risk assessments are being adjusted accordingly. The Group is also planning to re-open some of the employability centres.</p> <p>In preparation for September, 'our promise to all students' had been published by the Group with 5 key themes.</p> <ul style="list-style-type: none"> • No-one who applies to us will be put at a disadvantaged as a result coronavirus, we promise to offer a learning opportunity that's right for each individual. • Our students will have a guaranteed timetable of lessons that are delivered live, either on-line or on-site • We will provide access to a digital device and connectivity for all full-time students who face disadvantage • All full-time students considered vulnerable will have a named support worker. • Every EKC Group student will have access to our virtual portal, EKC On-line' as well as a personal Office 365 account. <p>Further government guidance will be issued regarding the volume of students that the colleges can have on site, which is expected to be fluid, using a cohort (bubble) concept. It is anticipated to be able to bring full classes back into workshops. There is a challenge about students not mixing with other cohorts on site. A cohort will encompass a whole department, for example if a student tested positive to coronavirus the whole department will go to on-line learning and self-isolate.</p>	
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		<p>Developments will take place over the summer to ensure classrooms have lesson-capture facilities so that lessons can deliver live to people on-line, if required.</p> <p>It was acknowledged that staff sickness was at a record low.</p> <p>A governor queried how we can ensure no student is disadvantaged. The CEO advised that no student would be disadvantaged because of their grades due to Coronavirus and we will commit to providing a place for every student regardless of their grades. It was acknowledged that this required careful wording.</p> <p>A governor was pleased to see ‘our promise to all students’ had been published. It was noted that, as Chair of a Local College Board, he was able to visit one of the colleges and was very impressed with the arrangements in place. The governor noted that after speaking to a member of the Safeguarding staff, who was the Lead on safeguarding and vulnerable students, there was concern that students will be more vulnerable following the lockdown period.</p> <p>A governor queried what would happen if a student is diagnosed with Coronavirus. The CEO confirmed that if a student tested positive, the whole department would move to on-line lessons, the area would be deep cleaned and sanitised. No students would be allowed back to the department for 2 weeks.</p> <p>A governor asked what the impact would be if, like the City of Leicester, we were forced into a local lockdown. The CEO advised the plan is to move to live on-line delivery of their timetable. It was noted that this is not being offered at the current time as the focus is on finishing students. The model being devised is robust to accommodate this eventuality. The challenge would be around who insists on the lockdown, whether it is the governing body or a local authority. It is likely to be a local authority. It was noted that the situation may not improve for another year. The lockdown process will be built into the Group’s Business Continuity Plans.</p> <p>A governor asked whether there was provision in the accounts for the costs encountered. The CEO advised that the Group is in a better financial position due to the non-delivery of some adult</p>	
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		<p>provision. However, it was acknowledged that additional funds are required for capital funding around the IT provision.</p> <p>The CEO reported that the Director of Estates is undertaking an audit to establish the adjustments that will be required to be made to communal areas such as the refectories, reception areas, and other shared areas in preparation for the September return.</p> <p>It was queried how many confirmed coronavirus cases there had been. The CEO advised that a daily return on student attendance is monitored. To date there had been two confirmed staff cases, which did not need to be reported anywhere specific as they are reported through the electronic system. It was noted that two or more student cases must be reported to the environmental team through KCC.</p> <p style="text-align: center;">NOTED: The Group CEO's report.</p>	
10	Strategic Plan 2020-24	<p>PS advised that the final draft had been updated considering various consultations and Covid-19.</p> <p>A statement will be issued alongside the plan which will state that Group will balance the longer term priorities with those that will have an immediate impact to support COVID-19 recovery, for example those elements that support people back into sustainable employment. A shorter-term recovery plan will be developed to support confirm the response to Covid-19.</p> <p>A launch programme is in development for the plan. PS will also lead the work with key stakeholders to ensure the Group appropriately influences alignment with their local goals and objectives to support our communities.</p> <p>The Chair advised the key issue is the flexibility to respond to the changing policies and procedures of partners and stakeholders who will be reviewing their plans and prospects for the future which will have an impact on apprenticeships and skills training</p> <p>A governor asked how the apprenticeship aspirations are derived. PS responded that the planned numbers were in the previous draft of the plan and was confident these can be still achieved.</p>	

		<p>It was requested that the plan be annotated with images, specifically ensuring the BLM and BAME is included and makes mention of the objectives of the Organisation Culture Development Group. It was also suggested the Peter Jones Academy is featured.</p> <p style="text-align: center;">Resolved: The presented Strategic Plan 2020-24 was approved for publication.</p> <p>The governors thanked PS and JW for their contribution in the production of the comprehensive and thorough strategic plan.</p>	
11	<p>Group Budget 2021/22</p>	<p>CL presented the Group Budget and advised that the end of the financial recovery process will have been reached by the end of 2020/21, relating to the debt inherited during the East Kent College / Canterbury College merger.</p> <p>CL advised that the level of profit (EBITDA) has been impacted due to the impact of Covid-19 on apprenticeships and the Group's commercial businesses.</p> <p>The proposed budget is set to deliver a minimum 8% EBITDA against the original intention to deliver the 9% EBITDA</p> <p>A governor queried what 'other sources of income' related to. CL advised this included project income and the teachers' pension scheme rate increase financial support from the DfE.</p> <p>A governor queried what would happen if the EBITDA is reduced. It was also queried how this would look next year.</p> <p>The CEO advised that the flexibility in the EBITDA is requested for the implementation of the capital plan as it is unknown at the current time how many students will require IT equipment until an audit is carried out at the start of the year.</p> <p>It was queried how grant bids are being prepared by the Group. The CEO advised that a new property plan is being worked up and the Group's partners are being contacted as part of the process to ensure their information is taken into consideration.</p>	

		<p>Resolved: The 2020/21 capital and revenue budgets were approved and; the responsibility was devolved to the Chief Executive Officer for the implementation of the Capital Plan within the agreed financial limit.</p>	
12	<p>Group Management Accounts – May 2020 (including Q3 Forecast)</p>	<p>CL presented the most current management accounts showing the financial position against the budget that was agreed by the Governing Body prior to the start of the year and the currently forecasted year-end position.</p> <p>In summary, more money has been saved than has been lost in income due to Covid-19.</p> <p>CL advised £120,000 per month was spent and claimed on furloughed staff which will begin to reduce as staff become unfurloughed.</p> <p>Noted: The Group Management Accounts.</p>	
13	<p>Receive monitoring reports from the Independent Chair of Safeguarding</p>	<p>Kate Young, Independent Chair of Safeguarding joined the meeting for this item].</p> <p>KY highly commended staff in the way the staff had dealt with safeguarding issues and protecting students during the pandemic.</p> <p>KY highlighted concern regarding an expected increase in anxiety issues and counsellor resources required for students when they return to college. It was noted that the issues such as increased divorce rates, parents being furloughed and redundancies will have an effect on students. A rise in domestic abuse cases is also anticipated. Despite this KY was assured that staff would be able to deal effectively with these issues.</p> <p>The CEO expressed his concern about the increase of cases and the volume of caseload for some of the mentors and encouraged Local College Board Chairs to have the conversation with their Principals.</p>	

		<p>It was noted that the response from the local authority had been particularly poor. KY confirmed that the Safeguarding Board are going to focus on start of year and the likely impact of COVID19. EKC Group have more vulnerable students than anywhere else in Kent and the local authority response has been zero. The CEO has great concern with the local authority's capacity to meet the needs of these students.</p> <p>KY recognised that EKC Group does an enormous amount of activities to support and safeguard students.</p> <p>Noted: the report from the Independent Chair of the Safeguarding Committee.</p> <p>[Kate Young, Independent Chair of Safeguarding left the meeting following this item].</p>	<p>KY/AL</p>
<p>14</p>	<p>Progress Report: Quality Improvement Plan</p>	<p>AL presented the Quality Improvement Plan, which had been considered by the Education Committee.</p> <p>It was noted that many of the improvement plans have been impacted due to Covid-19. There had been significant refocusing in respect to digital learning and resources have been re-aligned appropriately.</p> <p>It was queried how the quality of on-line learning can be effectively monitored.</p> <p>AL provided assurance that there was capacity to tap into lessons however it was acknowledged this is inconsistent and mixed at the current time. This is an evolving situation.</p> <p>AL advised that the new Digital Learning Group has developed minimum standards for the new academic year.</p> <p>Every member of staff will be asked to assess where they are against minimum standards with a specific training programme rolled out for the training and development of staff.</p>	

		<p>It was acknowledged that a vast amount of work had been done in respect to English and maths which was expected to have uplifted our results. In the calculated grades, this work may not be realised. Unfortunately, there is no appeal system, the only option would be for a student to re-sit their exam. An intensive course for re-sits will be planned for November.</p> <p>Noted: The Quality Improvement Plan update report.</p>	
15	Policy Updates	<p>The following policies were presented for Governing Body approval following oversight by the Policy Committee:</p> <ul style="list-style-type: none"> • Publication Scheme (recommended for approval by the Audit Committee) • Health & Safety Policy (recommended for approval by the Audit Committee) • Junior College Disciplinary Policy • Staff Grievance Procedure <p>APPROVED: Governors approved the Publication Scheme; the Health & Safety Policy; the Junior College Disciplinary Policy and the Staff Grievance Procedure</p> <p>[Staff Governor, Student Governor, Officers (except Senior Post Holders), the interim Director of Governance and the Minute Clerk left the meeting following this item]</p>	
16	Annual pay award	<i>This item was considered confidential and will form Part A confidential minutes.</i>	
17	Director of Governance Appointment	<i>This item was considered confidential and will form Part A confidential minutes.</i>	
18	Remuneration and employment terms	<i>This item was considered confidential and will form Part A confidential minutes.</i>	

	and conditions of the Chair		
19	Any Other Business	None.	
20	Matters Considered Confidential	Items 16, 17 and 18 will be reported under Part A confidential minutes.	
21	Date and Time of Next Meeting	Friday, 2 October 2020, Annual FGB Strategy Event, Yarrow Hotel, 10am-5pm followed by an evening dinner.	

There being no further business the meeting closed at 7.53pm

Signed: 

Print: Charles Buchanan

Date: 20th October 2020

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 Part A Meeting of 30/6/20 Confidential Minute Number 16 and 17

	ITEM	COMMENTS	ACTION POINT REQUIRED
16	Annual pay award	<p>{Staff Governor and Student Governor were not present for this item}</p> <p>Governors unanimously supported the proposed remuneration package and noted the very impressive level of staff and union consultation and engagement that had informed the proposals.</p> <p>Decision – Governors approved the following remuneration package for 2020-21 and 2021-22:</p> <ol style="list-style-type: none"> 1. Implementation of the Real Living Wage (£198,483); 2. Implementation of EKC Group minimum Teaching and Assessing salary levels for staff transferring from Ashford College and Spring Lane (£31,322); 3. Increased remission (+20%) for Curriculum Leadership (£311,327); 4. Adoption of a single Teaching and Programme Director scale (£135,645 in 2020/21 and £63,245 in 2021/22); 5. Assimilation of support roles across the EKC Group (£100,000 per year) 6. A two year pay deal on the basis that the remaining funding each year (if 3.0% is agreed for 2021/22) will be put towards a “cost of living” pay award - 1% for 2020-21 and 2.5% 2021-22. 	
17	Director of Governance Appointment	<p>{Staff Governor and Student Governor were not present for this item}</p> <p>Governors fully supported the permanent appointment of Sharon Hollingsworth as the Director of Governance having been very pleased with her performance during the interim period.</p> <p>Decision: Sharon Hollingsworth be appointed as the Director of Governance. It was noted that the contract would as a matter of course include a probation period.</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. Meeting of FGB 30/6/20 Part A confidential minute 18

	ITEM	COMMENTS	ACTION
18	Remuneration and employment terms and conditions of the Chair	<p>{Staff Governor and Student Governor were not present for this item}</p> <p>The Chair left the meeting for this item.</p> <p>Governors noted and supported the decision of the Remuneration Committee to apply to the Charities Commission for an extension of arrangements for the remuneration of the Chair. The day rate requested was £500 in line with the AoC benchmarked rate.</p> <p>The basis of the application was the scale of continuing change in EKC Group with recent mergers. It was noted that the Chair does far more than this given the scale and complexity of the Group and that the ongoing changes were above and beyond this.</p>	