



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Friday 8 th October 2021
Location	The Alfred Yarrow Suite, The Yarrow Hotel, Broadstairs	Time	3.30pm
Membership	Charles Buchanan (Chair), Graham Razey (CEO) (Chief Executive Officer), Allan Baillie, Ella Brocklebank, Gail Clarke, Miranda Chapman, Jonathan Clarke, Natalie Garner, Jason Howard, Tim Kent, Peter Troke, John Korzeniewski, Peter Cheney, Richard Brooks, Joanna Worby, Gregg Skinsley-Stephens (Staff Governor)		
In Attendance	<p>Chris Legg (CL) (Chief Financial Officer)</p> <p><i>Paul Sayers (PS) (Chief Strategy Officer)</i></p> <p>Andrew Stevens (AS) (Chief Operations Officer)</p> <p>Simon Smith (SS) (Chief People Officer)</p> <p>Tammy Mitchell (TM) (Chief Education Officer)</p> <p>Lucy McLeod (LM) Chief Further and Higher Education Officer</p> <p>Nick Holbrook-Sutcliffe (NHS) Chief Curriculum Officer</p> <p>Jamie Weir (JW) (Invited Observer)</p> <p>Sharon Hollingsworth (SH) (Director of Governance)</p> <p>Kerry Hickmott (Minute Clerk)</p>		

(Italics denotes absence)

	ITEM	COMMENTS	ACTION
1	Welcome and Apologies	<p>The Chair welcomed members to the meeting.</p> <p>Paul Sayers sent his apologies for the meeting.</p>	
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 6 th July 2021	<p>The minutes and confidential minutes of the Full Governing Body meeting held on 6th July 2021 were reviewed and approved as an accurate record.</p> <p>The remote e-signing of the minutes will be undertaken by the Chair following the meeting.</p>	
4	Matters Arising	<p>There were no matters arising.</p>	
5	Chair's Report	<p>The Chair welcomed everyone and thanked them for their attendance and input at the strategic event which preceded the meeting.</p> <p>The Chair also welcomed Lucy McLeod as Chief Further and Higher Education Officer.</p> <p>The Chair updated members on the activities he had undertaken since the last Board meeting which included a debate with a small cohort of Chairs about the voice of Governance in the FE Sector and why is it not represented better. The Chair has agreed to be part of a small working group of Chairs to consider how this could be improved.</p> <p>The Chair noted two confidential strategic papers relating to Group developments for consideration at the meeting,</p> <p>The Chair concluded by congratulating the Chief Executive Officer on his OBE which is due to be presented at Windsor Palace on 10th November. This is an exceptional achievement and richly deserved.</p> <p style="text-align: center;">NOTED: The Chair's report.</p>	
6	CEO's Report	<p>The report was taken as read. In addition, the CEO thanked governors for their support throughout the year.</p> <p>Staff acknowledgements will be rolled over to the next meeting.</p>	

The report updated governors on the number of bids which have been awarded to the Group. The Chief Executive Officer advised that work is progressing with the capital programmes for the Big 6 to ensure that the Group bids are submitted by the deadline for the Stage 2 element of the Transformation Fund. These bids are for developments at Broadstairs College, Spring Lane campus, and Dover Technical College and look to ensure success around the provision of Engineering.

The CEO provided an update on the current position of all bids and explained that government decisions were being delayed due to funding being announced. The CEO discussed the positive financial investments with the Group being known as a national leader organisation playing a significant role in the trust and faith being shown in EKC Group.

The CEO talked about the medium- and long-term strategic priorities of the Group and the investment required to deliver these.

The Chair reflected on the Spending Review and the Groups proposed plans for New Town Works and EKC Margate Digital questioning if the Executive had a plan of action in place ready for immediate progression of the projects if the bids are successful or whether the Executive is waiting for the outcome of the bid before moving ahead. The CEO stated that the Group is ready to move forward on both proposals if their application for funds is successful.

Further questions and comments were invited,

A governor queried whether the new EDI training module was mandatory and whether students had been engaged in its development. It was advised that the training was mandatory for staff and with Advanced Practitioners contributing to its development.

A governor acknowledged their support for the minimum wage given to apprentices.

NOTED: The Group CEO report.

7	Director of Governance Report	<p>The Director of Governance reported on recent governance matters.</p> <p><u>FE workforce governor data collection for FE and sixth-form colleges</u> Governors were requested to note the FE workforce governor data collection for FE and sixth-form colleges and decide whether to release governor information through the DfE governor portal. It was noted that this will be a mandatory requirement from next year. No further information is requested than that already held. It was queried why this information is required. It is used for developing training and strengthening governance within the sector.</p> <p style="text-align: center;">AGREED: To provide the respective governor information to the DfE by the deadline.</p> <p><u>Governor on-site College visits</u> The Director of Governance thanked governors for their participation in college visits. These visits support governors in reconnecting with the local colleges and their communities. Further dates were included in the report for governors to take up. The Chair encouraged governors to undertake these visits in preparation for the upcoming Ofsted visit.</p> <p style="text-align: center;">NOTED: The recent governor on-site college visits and dates of future visits</p> <p><u>Governor Mandatory Training</u> Governors who had outstanding training to complete were requested to use their best endeavours to begin completion of their training by the end of November with the aim to complete all outstanding module(s) by 31 December 2021.</p> <p style="text-align: center;">NOTED: The governor mandatory training update and the requested action where relevant.</p> <p><u>AoC/ETF Governance Development Programme and Conference</u> The Director of Governance encouraged all governors to partake in the Governance Development Programme being delivered by the Association of Colleges on behalf of the Education & Training Foundation (ETF).</p>	
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		<p>Some governors had already registered and undertaken some modules. The Director explained that a record of the training undertaken will be captured and included in the Governor Development Programme for the current academic year. It was noted that the development of governors and governance professionals is important. There will be a requirement in the future to include governor and governance professional development in the Group's Annual Report.</p> <p>NOTED: The AoC/ETF Governance Development Programme and requirement for governor commitment to the programme and the AoC/ETF London/SE Governance Conference scheduled to take place on Tuesday 15 March 2022, 3:00 pm – 6:00 pm</p> <p>NOTED: The Director of Governance Report</p>	
8	Group Development	<i>This item was considered confidential and will form Part A confidential minutes.</i>	
9	Group Development	<i>This item was considered confidential and will form Part A confidential minutes.</i>	
10	Management Accounts – July-21 (interim year-end position)	<p>The Chief Financial Officer updated governors on the latest set of management accounts.</p> <p>Despite an unprecedented year, the year end position demonstrated the ability to accurately forecast the budget and the year ended in a strong position with a positive net asset figure.</p> <p>The recovery of costs across the organisation was commended by governors.</p> <p>NOTED: The Management Accounts – July 2021</p>	
11	Policy Report: Safeguarding (including Child	The Safeguarding (including Child Protection) and Preventing Extremism and Radicalisation Policy was presented for Governing Body approval following oversight by the Policy Committee.	

	Protection) and Preventing Extremism and Radicalisation Policy	<p>In summary, the policy and procedure have been updated in the context of changes to the DfE's statutory guidance, Keeping Children Safe in Education September 2021 along with some amendments to terminology contained in the policy.</p> <p>APPROVED: Governors approved the Safeguarding (including Child Protection) and Preventing Extremism and Radicalisation Policy for publication.</p>	
12	Annual Reports	<p><u>Staff Survey results 2020/21</u></p> <p>The Chief People Officer presented the report and noted that completion rates were positive compared to last year. There had been a slight deterioration in people responding positively overall which had dropped from 86% to 82% this year. Underlying themes were communication, workload and wellbeing taking a step back. It was acknowledged that Covid played a part in the overlay of an unprecedented year. Colleges will all commit to three items that they will do differently this year and also take a group view. It was noted that there was an administrative oversight in the submission of the survey results to York College which regrettably means there is no comparison or level of benchmarking. It was also noted that the direction of travel at Ashford College and Sheppey College was largely due to a rise in standards required.</p> <p>A governor has asked for an analysis of the free text data which will be presented to Business Committee).</p> <p>NOTED: The Staff Survey results for 2020/21</p> <p><u>Complaints 2020/21</u></p> <p>The Chief Operations Officer presented a summary of complaints received in 2020/21. There had been 99 complaints logged compared to 94 complaints the previous year. The biggest category was customer service. As a result, there will be a focus on customer services and each college has been asked to draw up a pledge to improve their customer service provision.</p>	

		<p>A number of complaints were received around the quality of the curriculum when we went on-line due to the pandemic.</p> <p>It was requested if we can cut the data by characteristics.</p> <p style="text-align: center;">NOTED: The annual report of Complaints for 2020/21</p> <p><u>Use of the College Seal 2020/21</u></p> <p>There were three uses of the college seal throughout 2020/21.</p> <p style="text-align: center;">NOTED: The use of the College Seal for 2020/21</p>	
13	Any Other Business	<p>A governor queried how much learning is still taking place face to face. Digital learning is still taking place. Predominantly level 3 programmes are still taking place online. The Digital Team is developing an online platform. Data was requested on how much learning is online. GR advised that this is a report for Education Committee to consider. EKC Digital Learn is looking at commercial activity and developing the adult offer.</p>	
14	Matters Considered Confidential	<p>The following items were deemed confidential and will form Part A of the confidential minutes:</p> <p>Item 6 – CEO’s report – Group Developments Item 8 – Group Development Item 9 – Group Development Item 13 – MAT Schools update</p>	
15	Date and Time of Next Meeting	Tuesday 14 December 2021 at 5.30pm, Folkestone College	

There being no further business the meeting closed at 5.38pm



Signed:

A handwritten signature in black ink, appearing to be 'Charles Buchanan', written over a dotted line.

Print: **Charles Buchanan**

Date: 14/12/2021



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. The FGB meeting of 8/10/21 Confidential Minutes Numbers 9 and 13

	ITEM	COMMENTS	ACTION
9	Group Development - Sixth Form Provision Proposal	<p>Governors were asked to consider the concept of a new sixth form centre, based at Canterbury College which will re-introduce the delivery of A Level provision. This proposal will seek to meet a need in our East Kent communities, addressing poor quality A Level provision and enhancing the opportunities for young people. It is proposed that A Levels will sit alongside T Level provision and provide a system of education that enables learners across East Kent to receive the best possible education, regardless of their chosen path.</p> <p>A governor queried why the particular provision had been selected. It was noted that these were the biggest recruiting A levels.</p> <p>It was queried whether alternative options to A levels have been considered. It was felt that the IB programme was under threat and that the A Levels provided complimented the offer of T Levels.</p> <p>Teachers will be largely recruited from within. Programme director level posts will be leading these subjects. These posts will be more attractive and careful thought will be given to the salary structure.</p> <p>It was noted that A-Level or T-Level will be the main route for students. 50% of learners at Canterbury College are level 3 which is a large cohort. It was also noted that there was a complacency within grammar schools which the Group can use to their advantage.</p> <p>It was acknowledged that Canterbury is a central location which serves all six college districts.</p> <p>It was queried why parents are still choosing poor provision in schools and whether it is due to the preference of a smaller provision.</p>	



		<p>Concern was raised over the speed of the proposal and the risk of failure. The Chief Executive Officer noted the concern but felt that the Group had significant experience of running sixth form provision and whilst failure may result in not meeting target numbers in year one, it was felt that the provision would be sustainable over time.</p> <p>RESOLVED: Governors approved a variation in the educational character of the EKC Group with the re-introduction of A Level provision at Canterbury College.</p>	
13	Any Other Business	The Chief Education Officer of the Schools Trust announced that two schools, Palm Bay Primary school in Thanet and East Stour Primary school in Ashford would be launching a consultation process on 18 th October 2021, the intention being to join EKC Schools Trust on 1 April 2022.	



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 11 October 2023.

FGB Meeting of 08/10/21 Part A Confidential Minute Number 8

	ITEM	COMMENTS	ACTION
8	Group Development – Swale Education Strategy	<p>Governors were asked to support an initial position to develop a wider strategy to address a shortfall in Early Years provision and to develop a more coherent, high quality, financially sustainable primary offer, with clear progression routes. The proposal will help to inform initial stakeholder meetings and pre-consultation, prior to the development of the Swale Education Strategy.</p> <p>It is proposed to arrange a series of pre-consultation meetings, which will enable EKC Group to set out the key principles and potential options for the strategy and obtain feedback from stakeholders. A draft strategy will then be developed for consultation.</p> <p>It was noted that the stability of strong leadership within the educational provision is missing from the island. The Oasis Academy has had 9 headteachers in the last 5 years. It was reported that local stakeholders are supportive of the Group’s proposal.</p> <p>A governor questioned whether this ambitious proposal was achievable. It was noted that the Group already has a footprint print on the island and has built up significant relationships. EKC Schools Trust Early Year provision on the island has helped build up trust and stability.</p> <p>It was noted that the proposal covered the whole district of Swale. It was acknowledged that this may impact on other provision within the Group. Equity to access to good education in Swale was an overriding factor.</p>	

		<p>It was queried whether there were any quick wins to make headway. It was noted that the primary school would be a quick win as it is showing a range through the age groups.</p> <p>It was agreed that we need to be open and transparent with stakeholders about the timeline.</p> <p>Governors supported the proposal and felt that morally it is the right thing to do. The Group need to be realistic about challenges and be aware of what failure looks like.</p> <p>RESOLVED: Governors approved the proposal to develop a draft strategy to improve the Education provision across the district of Swale.</p>	
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