

## Governing Body Minutes

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| <b>Meeting</b>       | Full Governing Body   | <b>Date</b> | Wednesday 6 <sup>th</sup> July 2016 |
| <b>Location</b>      | Conference Suite, Yarrow Hotel, Broadstairs   | <b>Time</b> | 4.00pm                              |
| <b>Membership</b>    | Beverley Aitken (Chair), Graham Razez (GR) (Principal), Patrick Hollis (Vice-Chair), Tom Price, Jonathan Clarke, Sarah Kemp, Charles Buchanan, Stephanie Martin, Hilary Askew, Gail Clarke, Joanna Brown (Staff Governor) and Joanne Timms (Staff Governor) |             |                                     |
| <b>In Attendance</b> | Anne Leese (AL) (Officer)<br>Paul Sayers (PS) (Officer)<br>Chris Legg (CL) (Officer)<br><br>Tara Ashman (Clerk)<br>Jamie Weir (Invited Observer)  |             |                                     |

|   | ITEM   | COMMENTS  | ACTION POINT REQUIRED |
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| 1 | <b>Welcome and Apologies for Absence</b>                   | <p>The Chair welcomed members to the meeting, the first in the Yarrow conference suite, and thanked them for their contributions during the strategic afternoon. The Chair welcomed Stephanie Martin back to the board.</p> <p>Apologies were received from Rupert Bristow, Patrick Finucane, Charmaine Jacobs, Miranda Chapman and Tim Kent.</p> |                       |
| 2 | <b>Declarations of Interest</b>                            | There were no other declarations of interest identified.  |                       |
| 3 | <b>Minutes of meeting held on 26<sup>th</sup> May 2016</b> | The minutes of meeting held on 26 <sup>th</sup> May 2016, including part A and part B confidential minutes, were approved and signed as an accurate record of the meeting. The confidential EGM dated 18 <sup>th</sup> May 2016 was also approved and duly signed by the Chair.   |                       |

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| 4 | <b>Matters Arising</b> | GR asked that the Yarrow Hotel stakeholder newsletter be sent to Governors. Jamie Weir to action.  | JW    |
| 5 | <b>Chair's Report</b>  | <p>Following the Joint Committee meeting and the strategic session this afternoon, Governors were in agreement to the proposed scheme of delegation and Memorandum of Understanding for the partnership with Canterbury College. Governors were also in agreement to the recommendation of the salaries for the Principal and Deputy Principal and the caveat that should the partnership cease GR and AL would revert back to their full positions with East Kent College and should it continue that they would be confirmed in post without further interview.</p> <p style="text-align: center;"><b>APPROVED - Governors approved the Memorandum of Understanding, Scheme of delegation and Senior Post Holder remuneration in relation to the partnership arrangements with Canterbury College</b></p> <p>The Chair advised GR, PS, JW and herself went to visit the local MPs in Westminster to ask for their support with SFA negotiations and was pleased to report that they were in agreement to meet with Nick Boles on our behalf. In light of the recent EU referendum however there is nothing further to report at this time.</p> <p><b>Staff acknowledgements</b> - The Chair advised that recommendation had come from one of the Governors, Stephanie Martin, following a recent link visit to construction in Broadstairs. Donna Smith demonstrated passion and commitment to bringing the team together and is beginning to make an impact. GR would like to recognise the Nursery, Catering and Yarrow teams in achieving a 5* hygiene rating following the recent inspection, with a particular mention to Mandy Bushell at Hornby Hobbies. Governors were in agreement to thank the teams, Mandy Bushell and Donna Smith.</p> <p style="text-align: center;"><b>AGREED - The Clerk will write on behalf of the Governing Body to staff members and teams.</b></p> <p>Governors agreed that particular thanks should be given to Shane Godwin and Stewart Haywood this evening for their work with the Yarrow Hotel.</p> <p>The Chair sought formal approval following the strategic session for the Governing Body structure for 2016-2017 to include the following:</p> <ul style="list-style-type: none"> <li>• 6 x Full Governing Body meetings</li> <li>• 3 x Strategic Sessions</li> <li>• 3 x Audit Committee meetings</li> </ul> | Clerk |

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|   |                    | <ul style="list-style-type: none"> <li>• 6 x Search and Governance Committee Meetings (to include Remuneration)</li> <li>• Monthly Management Accounts Meetings</li> <li>• 6 x Joint Committee Meetings (Canterbury College partnership)</li> <li>• 3 x Local Advisory Board Meetings (Broadstairs, Dover, Folkestone and pre-16) 2 Governors to sit on each Advisory Board with one Governor to Chair</li> </ul> <p>Governors formally approved the new Governance structure and will review its effectiveness at the Spring strategic event. The Clerk to circulate a revised calendar of meetings.</p> <p><b>APPROVED - Governors approved the new Governance structure for 2016-2017 to include 4 Local Advisory Boards</b></p>   | Clerk |
| 6 | Principal's Report | <p>GR provided further update in addition to his report on the following areas:</p> <p><b>Financial Planning</b> - GR emphasised the importance in Governors satisfying themselves with the financial plan further to the recent joint letter from the SFA and EFA however reminded Governors that the College had been accurate in its reporting target in recent years.</p> <p><b>Ofsted</b> - The new Chief Inspector has been appointed and Amanda Spielman has been positive about the role of FE in recent communications.</p> <p><b>Successes</b> - The Nursery grading has been published and GR provided Governors with a link to the full report.</p> <p><b>Student News</b> - GR reported that the funeral of student Emily MacKay was on Monday with over 200 in attendance. At the right time GR will consider a fitting tribute to such an inspirational young lady.</p> <p><b>SFA</b> - The College has received an additional £690,000 for apprenticeships which is now in the budget, GR is happy to pursue the additional protection to provide another level of comfort and contingency in next year's budget and Governors concurred with this direction of travel.</p> <p><b>Yarrow Hotel</b> - Since the website has gone live there have been over 102 bookings.</p> <p><b>Safeguarding</b> - There has been no real movement since the last report, A Governor noted the heading which read March 2016 and GR confirmed this should actually read May 2016.</p> <p>The Chair thanked GR for his report.</p> |       |
| 7 | Governor Feedback  | The Clerk invited Governors to comment on the individual aspects within the report:   |       |

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|   |                                   | <p><b>Stakeholder Engagement</b> - The Chair thanked Jamie Weir for his contribution with the engagement briefing notes. Governors agreed that the Clerk would collate any contacts Governors make though this to pass on to the business development team for follow up. The Clerk to circulate the Governor feedback spreadsheet as a refresher to those that volunteered contacts. PS noted in addition the revenue streams briefing sheet that the College has received a 3% tolerance on the adult education budget although will continue to push for more. Governors debated the stakeholder engagement process and their responsibility in it.</p> <p><b>Curriculum Walkthroughs</b> - Feedback from the recent walkthroughs undertaken by Patrick Hollis, Stephanie Martin and Hilary Askew (as part of the executive link scheme) was very positive and the Clerk will circulate further date for next academic year.</p> <p><b>Community Lab</b> - Sarah Kemp was pleased to see the engagement with local schools in the new community lab at Pfizer and hopes this will form closer links for the science provision at Discovery Park.</p> <p>The Chair thanked Governors for their continued commitment outside of the formal meeting structure.</p> | <p>Clerk</p> <p>Clerk</p> |
| 8 | College Performance Indicators    | <p>GR highlighted two CPIs worth particular attention:</p> <p><b>Apprenticeship success rates</b> - This is currently sitting at 55% however on track to achieve 78% by the end of July.</p> <p><b>Recruitment</b> - Sitting at 1901 which is very close to the target set of 1935, GR reminded Governors in November the actual figure was nearer 1600 so this is a very positive in-year direction of travel. IT will shortly be closing at Canterbury College and Sport closing at East Kent College so the respective students will be relocated accordingly. Health and Social Care is a real challenge for recruitment which is a shame being such a big industry in the area, Governors debated the reasons for this being most concerned with the lack of vocational experience for these learners at school 6<sup>th</sup> forms.</p> <p>A Governor asked why staff absence has increased, AL advised this was due to a number of long term absentees which have now left the organisation through the absence management process so this should start to come back down.</p>   |                           |
| 9 | Teaching, Learning and Assessment | <p>AL reminded Governors how the College now assesses Teaching, Learning and Assessment on the whole study programme and reported 5 study programmes as inadequate, staff absence has had a significant impact in some of these areas in particular.</p>   |                           |

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|    |                               | <p>AL reported the distance travelled is from March to May as it is now being judged differently and there is no previous comparison data. The main focus has been in moving the areas which require improvement to good.</p> <p>AL described some of the ways in which the College have worked to improve attendance rates for English and maths including additional 1 to 1 sessions, external tutors, various engagement activities and in English, out of the 3 parts, directing focus for the individual learner in the area they are most struggling with. A Governor asked whether this level of support is advertised anywhere as felt this was a very good promotion and selling point, GR advised it is within the prospectus and students with a particular need would always be signposted.</p> <p>Governors challenged 33% of student programmes requiring improvement and where the College felt it should be, AL recognised there is more to do and a key area of development for 2016-2017 is to improve the individual support at lecturer level. AL felt the overall approach was right for the College as in previous inspections the individual lecturer could be graded outstanding but the study programme could still be inadequate and focus has been lost. Governors agreed this should now come to every Full Governing Body meeting.</p> <p>The Chair concurred with AL that 33% requires improvement is unacceptable and GR noted that should we be inspected on that basis the College would be graded as requiring improvement.</p> |  |
| 10 | <b>Clerk's Report</b>         | <p>The Clerk advised that following this afternoon's session a revised calendar of meetings for 2016-2017 will be issued outside of the meeting. To bring Governance in line with Canterbury Colleges cycle the proposal will be for alternate Full Governing Body meetings to take place on a Thursday afternoon to support the executive team.</p> <p>Individual self-evaluations and skills audits will be issued via email following the meeting with a one to one schedule to be published with the October strategy session. Governors are urged to return these by the 31<sup>st</sup> August deadline. The Clerk advised members that should they wish for an informal one to one with the Chair in addition to this process to make arrangements via her office.</p>   |  |
| 11 | <b>Audit Committee Update</b> | <p>In the absence of the Chair and Vice-Chair of Audit, members reported on the business of the recent Audit Committee meeting namely:</p>  |  |

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|    |                  | <p><b>Internal Audit Report (Technical School)</b> - The Committee was concerned with a reported failure to meet the statutory requirement under Spiritual, Moral, Social and Cultural (SMSC) development not only because of the actual breach but also due to the process in reporting such an occurrence. GR responded that it was one area within the SMSC, namely religions education which has been rectified and after some discussion members agreed that the failure was in the lack of management response before the report went to Audit Committee although GR felt it was right to be challenged.</p> <p><b>Internal Audit Report (Yarrow)</b> - Audit Committee felt there should be a review of how the decision was reached in regards to the Yarrow not being a separate entity from the College and the level of risk this brings. Much discussion was had in this regard and the Clerk will review the initial discussions around the Yarrow project to bring to the next Audit Committee for review.</p> <p><b>Internal Audit Plan 2016/2017</b> - CL led members through the draft internal audit plan with the specific items identified by the Committee as particular areas of risk. Financial controls specific to the Yarrow hotel will be added to the work of Wilkins Kennedy and some days have been held back for any emerging themes in-year. The Internal Audit Plan was approved by the Governors.</p> <p style="text-align: center;"><b>APPROVED - The Internal Audit Plan 2016/2017 was approved by the Full Governing Body</b></p> <p><b>Buzzacott Terms of Engagement</b> - Audit Committee reviewed the terms of engagement and recommended that these be signed by the Chair of the Governing Body, Governors approved this item.</p> <p style="text-align: center;"><b>APPROVED - Governors approved the revised Buzzacott Terms of Engagement</b></p> <p><b>Financial Regulations</b> - Following recommendation from the College's internal auditors the financial regulations have been updated and some minor changes in regards to job titles have also been done. Audit Committee were satisfied with the changes and Governors were assured on this basis.</p> <p style="text-align: center;"><b>APPROVED - Governors approved the changes to the Financial Regulations</b></p> |  |
| 12 | Budget 2016-2017 | <p>CL guided Governors through the headline budget and advised the detailed rationale behind the lines was discussed in depth with Gail Clarke and Jonathan Clarke as part of the management accounts working group. CL was able to give assurance that based on what the College knows today the budget is deliverable, a Governor asked about the 97% tolerance for the adult skills budget and CL advised this has not been included as yet.</p>  |  |

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|    |   | <p>GC commented that CL had taken both her and JC through the whole budget build process and confirmed it was robust and thorough. There is a degree of scepticism and prudence built into the report and GC would recommend the budget.</p> <p>CL discussed the capital budget and the plans for 2016/2017, this is broken down throughout the year based on cash flow and priorities for the capital team. Governors discussed the gas concerns within the existing catering facilities and this is currently being worked through for a long term solution for the department although there will be some remedial work necessary.</p> <p>With a predicted cash surplus and some capital investment Governors approved the 2016/17 budget and the capital expenditure as described.</p> <p><b>APPROVED - The budget for 2016/17 was formally approved by the Full Governing Body</b></p> <p><b>APPROVED - The £700,000 Capital budget for 2016/17 was formally approved by the Full Governing Body</b></p> |  |
| 13 | <b>Student Destinations</b>   | <p>AL commended the work of the support teams in the effort taken in obtaining accurate, meaningful and up to date reports on student destinations. AL noted there is further reporting being developed to identify the relevance of the employer and which employers are currently engaging with the College. The most important benefit of the report is to inform practise enabling the College to focus on the areas with a lower progression rate.</p> <p>The Chair thanked AL for an informative report.</p>  |  |
| 14 | <b>Student Performance against High Needs Funding and Free School Meals</b> | <p>AL presented the paper on student performance against High Needs Funding and Free School Meals for information. AL noted this was very new for the College, the first time this has been reported in this way and it clearly demonstrates that the support strategies are having an impact on these learners. In the future this will be looked at in conjunction with destinations as well to further enhance the reporting picture.</p> <p>The Chair thanked AL for her report and asked members to be mindful of the importance in being able to articulate what the College is doing in this area.</p>   |  |

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| 15 | HE Update                         | AL advised this report was also for information only to bring Governors up to date in respect to the work within HE this year. GR noted that Andrew Gower left good legacy controls and processes which has stood the new team in good stead in its work with Pearson.  |        |
| 16 | Folkestone Contractor Appointment | <p>CL advised that Benning Brothers have been appointed as the preferred contractor for the design element of the Folkestone Built Environment area and asked for volunteers to sit on the tender panel for build in early September. Patrick Hollis and Charles Buchanan both volunteered.</p> <p>The cash flow for College expenditure would come from 2017-2018 budget however as the project will commence in the next academic year CL asked for approval for the £118,000 expenditure which was agreed.</p> <p><b>RESOLVED - Governors approved the £118,000 expenditure from 2017-2018 budget for the Built Environment project at the Folkestone campus</b></p>   |        |
| 17 | Policy Approvals                  | <p>PS presented the Governor Expenses Policy for approval. The College policy committee had reviewed the changes, notably 'The Governing Body must seek Charity Commission approval if members wish to remunerate external members for being a trustee/governor at any time' and claims need to be made within 2 months in which the expenditure was incurred. Governors clarified external members being external Governing Body members and the remuneration was included with particular concern for the Area Review process. PS and The Clerk confirmed that the guidance in the sector is for the Governing Body to approve this and members were minded to approve the policy as presented.</p> <p><b>APPROVED - Governors approved the Governor Expenses Policy as presented</b></p> |        |
| 18 | Draft Agenda for next meeting     | Governors discussed the draft agenda for the next meeting and agreed that going to 6 meetings across the year, the four standard reports (Risk Management, Finance, Teaching, Learning and Assessment and College Performance Indicators) should be brought to each meeting.  | Agenda |

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| 19 | Any Other Business              | <p>The College currently has a range of suppliers for its gas and electricity and under the Spend to Save and Spend to Earn strategy it was agreed by the College Risk, Audit and Compliance committee that a tender process would be followed to engage one supplier for energy procurement and management services. Although the cost for the procurement service is within the authorised levels for the Principal the College spends in excess of this for the amenities across the year and therefore Governing Body approval is sought. Governors agreed that this independent approach to procurement was sensible and approved the appointment.</p> <p style="text-align: center;"><b>APPROVED - Governors agreed on the appointment of Utilitywise as the energy procurement and management service provider subject to successful due diligence</b></p> <p>The Chair noted that Charles Buchanan has agreed to continue for a further 4 year term of office and Patrick Hollis has agreed to continue for a further 2 year term of office and asked for Governor approval which was given.</p> <p style="text-align: center;"><b>APPROVED - Charles Buchanan to continue as a member of the Governing Body for a further 4 year period and Patrick Hollis to continue as a member of the Governing Body for a further 2 year period</b></p> <p>The Chair thanked Hilary Askew for her service to the Full Governing Body and was pleased to invite her to become a stakeholder member of the Local Advisory Board.</p> |  |
| 20 | Matters Considered Confidential | There were no items considered confidential at the meeting.  |  |
| 21 | Date and Time of Next Meeting   | Saturday 8 <sup>th</sup> October 2016, Yarrow Conference Suite   |  |

There being no further business the meeting closed at 6.02pm

Signed: ..... Position: ..... Date: .....