



Full Governing Body Minutes

Meeting	Full Governing Body	Date	Wednesday 23 rd May 2018
Location	Boardroom J221, Canterbury College	Time	5.30pm
Membership	Charles Buchanan (Chair), Tim Kent (Vice-Chair), Graham Razey (Group Principal), <i>Penny Williams</i> , Tom Price, Jeremy Licence, Gail Clarke, Miranda Chapman, <i>Jonathan Clarke</i> , <i>Tony Allen</i> , Peter Wood, Nicola Kelly (Staff Governor) and Jessica Foster (Student Governor)		
In Attendance	Anne Leese (Group Deputy Principal) Paul Sayers, (Executive Director – Strategy and Partnerships) Chris Legg (Executive Director – Finance and Commercial Development) 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	The Chair welcomed members to the meeting and thanked Lucy McLeod for the tour of Canterbury College. Apologies were received from Penny Williams, Tony Allen and Jonathan Clarke.	
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 25 th April 2018	The chair invited comments on the minutes of the EKC Group Full Governing Body meeting held on 25 th April 2018. The minutes were approved as an accurate record and duly signed by the Chair.	
4	Matters Arising	The Chair clarified the return of the destination report, AL advised the deadline had been extended to the end of May and this would be presented at the next meeting.	
5	Chair's Report	<p>The Chair thanked all the independent Governors for taking the time to meet with him on an individual basis since the last meeting. It was pleasing to hear that the board is moving in the direction post-merger but the Chair recognised there are still some concerns that the remit of the Local College Boards is appropriately reported and integrated into the Governance of the Corporation. The Chair described the three core responsibilities of the board being education, finance and safeguarding. The sub-group regularly reviews finance; there is an independent chair of the safeguarding board, and regular one to ones are being scheduled with the Corporation Chair, leaving education needing further assurance. GR shared the concerns of members and concurred there will be some challenges for the Local College Boards; he noted there would need to be more executive involvement in the initial stages.</p> <p>Members discussed the potential of an equivalent of the sub-group of finance with an education slant. The importance of not reverting to a committee-based structure was key for most members but it was agreed that the level of transparency and discussion that is had at the finance sub-group should be replicated for education. There is enough data within the College Performance Indicators for no additional papers to be written and for meaningful discussion to take place. GR advised the executive would reflect on the proposition to provide comfort to the board.</p> <p>The Chair advised that performance reviews of both the Principal and the Clerk were undertaken earlier in the day and these will be reported to the Search and Remuneration Committee at their next meeting.</p>	GR

		<p>The first Student Union Consultation Committee took place earlier today with Penny Williams as Chair and the Corporation Chair attending. There were some significant welfare issues that the Student Union help to address and a productive discussion took place. There is a dedicated space at some Colleges for the Student Union and not at others and this will likely be debated further by the new President for next academic year. The Chair asked Chris Legg to work with the SU on the reporting of the accounts and this was noted.</p> <p>The Student President report, which was presented at the meeting, will be circulated to members outside of the meeting for information.</p>	<p>CL</p> <p>Clerk</p>
6	Principal's Report	<p>GR reported an additional item not within the report, which had been in the media in the last 24 hours. With the previously reported challenges with high needs funding and some core funding reorganisation at a local level, each of the Colleges have launched staff consultations. The overall picture is reported as 320 posts at risk with 238 vacancies, 228 of these posts related to the high needs funding challenges and the number of Learning Support posts affected. GR detailed the financial costs pressures in the budget for next year and the breakdown of savings to be made across each College. It is believed that numbers have plateaued and that continued low class sizes is unsustainable.</p> <p>A Governor asked if there were further rationalisation of curriculum delivery across the Colleges, GR advised the travel to learn patterns are not strong so there is really only small bits and pieces where perhaps two Principals agree it is of the benefit to the local community. Members discussed the local opportunities and the ongoing FE negotiations with the DfE in advance of the 2020 spending review.</p> <p>GR described a government initiative that the Group is eligible to apply for due to the registered office being Broadstairs regarding GCSE maths. With approximately 1,200 16-18 students across the Group studying GCSE maths this could be a real boost; the detail is yet to be finalised but the current options include: Option 1 - £500 per student per year</p>	

		<p>Option 2- £250 per student per year then a further £250 if student achieves qualification Option 3- Nothing up front but £500 in 2021 if student achieves qualification</p> <p>GR updated the members on the Folkestone project build. The Group is now in arbitration with the contractor and GR asked for a small team of Governors to work with outside of the meeting schedule to bring this to a suitable resolution. The Chair asked what sort of quantum, GR advised the difference is £480,000 + VAT although the compromise would be nearer a mid-way point. Members agreed that the Chair and the Finance sub-group would support GR in negotiating terms outside of the meeting.</p> <p style="text-align: center;">AGREED – Charles Buchanan, Gail Clarke and Peter Wood to support GR in reaching an agreement with the Folkestone contractors. This sub-group was authorised to make an agreement with the contractors.</p> <p>GR invited further discussion on the recent pay award for lecturers having received a letter from UCU on the absence of a pay award for support staff. Members revisited the alternative options and were confident that the decision to narrow the widening gap in lecturer pay was appropriate for the organisation at present. A Governor commented that, although it is not related to consultation, the letter seems very late since the decision was articulated.</p> <p>GR invited further comment on the items within the paper.</p> <p>GR was pleased to report that 4 teachers across the Group won awards at the prestigious Kent Teachers Award ceremony held last week: Clive Soord (Canterbury College) – Top Technical/Vocational Teacher Julie Coyle (Dover Technical College) – Top Technical/Vocational Teacher Zak Waters (Folkestone College) – Top FE Teacher Tim Jackson (Broadstairs College) – Top ICT Teacher</p>	
--	--	--	--

		<p>Clive Soord also won the Gulbenkian Theatre Arts Award for Inspiring Creativity and Innovation and Tim Jackson won Kent ICT Champion of the Year. GR and AL both recommended that staff acknowledgements be sent to celebrate these successes and the Chair and board were supportive of this request.</p> <p style="text-align: center;">AGREED - The Clerk will write on behalf of the Governing Body to the winners of the Kent Teachers Award across the Group</p> <p>The Chair thanked GR for his report.</p>	
7	Clerk and Governor Report	<p>The Clerk reported on recent business undertaken by Governors outside of the Main Corporation meeting and invited feedback from the respective attendees:</p> <p>Finance Sub-Group – Peter Wood and Gail Clarke discussed the management accounts from item 9 in detail with Chris Legg at the sub-group meeting held yesterday.</p> <p>Student Union Consultation Committee – The chair provided an update of the meeting within his report, Governors are invited to volunteer for a preferred date from the calendar for 2018/2019 to attend one of these meetings across the academic year and identify if they wish to Chair on rotation.</p> <p>Local College Boards – Governors expressed concern at the current confirmed membership; the Clerk and PS assured members that the College Principals are working on securing volunteers in the coming weeks. Given the summer break, it was suggested that the strategy event for all LCBs and the Corporation be in October rather than July and this was agreed.</p> <p>Calendar of Meetings – The draft calendar of meetings was presented for approval by the board. Once approved, this calendar helps inform the Group management meetings so early approval is requested. The Chair reminded members to make the Clerk aware of any absence at the earliest opportunity. Members approved the calendar of meetings for 2018/2019.</p>	<p style="text-align: center;">ALL</p> <p style="text-align: center;">Agenda</p>

		<p style="text-align: center;">APPROVED – Governors approved the Governance calendar of meetings 2018/2019</p>	
<p>8</p>	<p>College Performance Indicators</p>	<p>GR noted some structural changes to the data collection of the CPIs which has had an impact on the data, citing adult attendance dropping and young person attendance increasing as an example; some students had been reported in the wrong CPI.</p> <p>The year-end forecasts for Apprenticeships (overall and timely) are 73% overall which is a slight decline and 69% timely which is a 4% improvement.</p> <p>There has been a big spike in the number of vulnerable students however the data team are still working through the manual collection of these, and from 1st August, there will be a single platform that should settle some of the anomalies.</p> <p>GR reported a pleasing increase in full time applications of young people and noted that a student applying to multiple courses is now only counted as one applicant. The CPI only reports new students however the internal progression is looking to be higher than in previous years.</p> <p>GR invited questions.</p> <p>A Governor queried an increase in HE learner numbers. GR has already queried this and confirms that there were some non-prescribed HE students counted into the CPI not new HE learners mid-year.</p> <p>A Governor asked if there were any trends or causes for concern relating to staff absence rates, AL advised there has been a significant push on return to work interviews and a robust review of long-term sickness so this figure should reduce.</p> <p>The distance travelled summary was queried as in isolation they do not mean much, GR advised this will come in time when historical data is collected. It would be hard to add a target data as</p>	

		<p>there is not one for distance travelled but GR concurred the direction in isolation can be misleading.</p> <p>[Peter Wood left the meeting at 6.43pm]</p> <p>Members discussed the other management mechanisms to support the CPIs and GR explained how they are used in performance reviews with middle managers. A Governor noted a concern for Broadstairs with only 4 positive indicators, another Governor asked whether the metrics are being collated incorrectly or if there is a genuine issue. GR and the team are aware of the concerns being raised and are looking into practical resolutions.</p> <p>A Governor queried the utilisation rates, GR advised that the Head of Estates had been through a re-categorisation exercise of rooms and sizing and described how the utilisation figure is achieved (frequency + occupancy = utilisation). By increasing the capacity of the room with the same number of students and same frequency this has decreased the utilisation.</p> <p style="text-align: center;">NOTED - The board noted the CPIs for April 2018</p> <p>[Tim Kent left the meeting at 6.55pm]</p>	
9	Finance Update	<p>CL reported that the finance sub-group met yesterday and reviewed the April management accounts, noting the income from high needs and apprenticeships remain a problem against the final position.</p> <p>The pay costs are largely in line with the agreed budget; the forecast of 6 months Canterbury College and 12 months East Kent College leaves an overall position of £2 million behind target on the EBITDA.</p>	

		<p>Members discussed how the grant income could be reported in the accounts so the final position is not distorted. CL advised that he would be proposing to the ESFA that the performance scores are moderated to show the true underlying position.</p> <p>[Jessica Foster left the meeting at 7.00pm]</p> <p>CL invited questions.</p> <p>A Governor asked why the majority of refectories run at a loss but Folkestone is profitable and queried if there are lessons to be learnt. CL updated members on the Group financial strategy for a break even position across the refectories, the Group has an obligation under free school meals to have a refectory offer at each College. Shane Godwin has also recently been able to recruit a Commercial Catering Manager to provide consistency and improvements across the Group which will have a positive impact on the student experience overall.</p> <p>A Governor was pleased to see lettings have almost doubled in income, CL advised there has been a real focus on this and it is pleasing to see positive results.</p> <p style="text-align: center;">NOTED - The board noted the Management Accounts for April 2018</p>	
10	Risk Management Report	<p>PS led the members through the amended residual risk scores, noting that the comprehensive text is being reviewed at the next internal Risk, Audit and Compliance Committee meeting.</p> <p>The business continuity plan has had some desktop testing facilitated by the Groups insurance brokers and Audit Committee will be considering the plan at their next meeting. PS invited questions.</p> <p>A Governor commented on the cross referencing of risks to CPIs and asked why risk 3 (failure to achieve outstanding outcomes for students and employers) has a score of 8 when CPIs would suggest the data is moving in the wrong direction. The Chair concurred that this seemed</p>	

		<p>inconsistent and asked that the internal committee review the residual risk score at the next meeting.</p> <p>PS discussed the presented risk register for Local College Boards and reflected that these boards should be reviewing the Group risks and any emerging risks be reported through the internal risk committee and the Audit Committee. A Governor agreed with this approach commenting that there is unlikely to be a risk that is managed by one College specifically. Members were in agreement with the revised approach.</p> <p style="text-align: center;">NOTED – Governors noted the Group Risk Register</p> <p style="text-align: center;">AGREED – Governors agreed the approach to risk management for the Local College Boards</p>	PS
11	<p>SAR Quality Improvement Plan Update</p>	<p>AL discussed the progress to date of the approved 18-month improvement plan with 5 identified areas to improve across the Group.</p> <p>[Jeremy Licence left the meeting at 7.25pm] <i>The Clerk confirmed the board remained quorate</i></p> <p>1. Poor timely completion rates for apprenticeship provision - There have been isolated issues with individual assessors which has had an impact on timely completion. Following apprenticeship experience reviews the use of Smart Assessor is inconsistent however the move to all assessors under a central directorate will see future benefit. CL and PS have now conducted a review which has shown clear tracking systems in place but more work is to be done with more streamlined and efficient reporting.</p> <p>2. Poor off the job training that is not tailored for apprentices in a significant minority of areas - An audit of schemes or work has commenced and all have one in place; there is some way to go in certain areas but the support is in place.</p>	

		<p>3. Inconsistent and variable quality of the students' experience - There have been significant changes to the enrolment process made and LA is leading on this.</p> <p>4. Lack of stretch and challenge of the more able students and weak value added in some curriculum areas - AL described the context of value added in the improvement plan; the student is predicted a certain level of qualification (merit for example), to show value added the student would need to achieve higher than merit at the end of the qualification. A Governor commented this is not a figure that had been seen previously, GR advised this is for Level 3 students and there was a much lower proportion at East Kent College than Canterbury College historically. AL noted the teaching academy is running sessions on value added to upskill teachers.</p> <p>5. Lack of a distinctive and fit for purpose college based adult offer - The value of adult provision is relatively static however the Group repeatedly under deliver. EKC WorkHigher is still performing strongly with community adult provision and HE now also falls under the same directorate and is developing Level 4 and 5 higher apprenticeship provision.</p> <p>The Chair thanked AL for the update noting the plan will come back to the board in January 2019.</p>	
12	Office for Students	AL advised the submission deadline of today had been met and the Clerk confirmed that all Governors had consented to their data being used for the Office for Students as the new HE Regulator in line with the previously circulated privacy notice.	
13	National Education Service	<p>PS invited discussion on the Labour party policy for a National Education Service and whether the board felt there was a feeling amongst the membership to feed into the proposal.</p> <p>Members discussed the implications should the proposals become a reality in the future and a wider discussion on any future election; The Group would continue to encourage staff and students to vote when an election is called and provide forums to get information from all parties however</p>	

		<p>the consensus was there was nothing to contribute at this stage.</p> <p>AGREED – Members concluded that a contribution to the National Education Service consultation was not necessary at this time</p>	
14	Draft Agenda for the Next Meeting	Members agreed the draft agenda for the next meeting with the inclusion of the updated Destination Report.	
15	Any other business	<p>A Governor raised the issue of pixel tracking on the website in light of GDPR legislation and GR advised that the Group were aware of the implications and how this will be mitigated.</p> <p>There was no further business to report at the meeting.</p>	
16	Matters considered confidential	There were no items considered confidential at the meeting.	
17	Date and Time of Next Meeting	5.30pm Wednesday 11 th July 2018, Alfred Yarrow Room, Yarrow Hotel	

There being no further business the meeting closed at 8.01pm

Signed:

Print:

Date: