



**MINUTES OF THE MEETING OF THE BOARD OF WEST KENT & ASHFORD
COLLEGE HELD 14 MARCH 2018**

Present:	Mr P Dubrow	Chair
	Ms T Bruton	Vice Chair
	Mr P Hannan	Group Principal & CEO
	Mr H Guntrip	Governor
	Ms S Hart	Governor
	Mr B McNicoll	Governor
	Professor A McMahon	Governor
	Ms L Currie	Governor
	Mr G Jessel	Governor
	Ms K Richardson	Staff Governor (Tonbridge)
	Ms D Washer	Staff Governor (Ashford)
	Ms C Swain	Student Governor
	Ms A Bohacek	Student Governor
	Ms E Crook	Student Governor
In attendance:	Mr J Allen	Clerk
	Mr M Lumsdon-Taylor	Group Deputy CEO and Deputy Principal
	Dr J Mawby	Vice Principal Curriculum
	Ms B Cleves	Group Vice Principal Student Support Services

The meeting commenced at 08.30.

SECTION A: FORMAL AGENDA ITEMS

APOLOGIES, QUORACY, DECLARATIONS OF INTEREST & WELCOMES

64. Apologies were received from Dr L Pamphilon, Group Vice Principal Quality, Standards and Performance. The Clerk confirmed that the meeting was quorate. The Clerk recorded the interests of the members who are also members of Hadlow Corporation and/or the Hadlow Group Board, and/or the Hadlow Rural Community School. The Chair welcomed everyone to the meeting.

MINUTES

65. It was **RESOLVED** to approve the minutes of the Board meeting held 06 December 2017 as an accurate record of the meeting and to authorise the Chair to sign the minutes.

SUMMARY ACTION LIST & MATTERS ARISING

66. The 'Summary Action List' was received and the following progress update was made available on all outstanding action points:

MIN REF	DETAILS OF RESOLUTION/ACTION POINT	UPDATE AS OF 14 MARCH 2018
22	On KPI 1.1.1, reporting on enrolments against targets, the table should include actuals to date rather than the use of the general terms used such as 'on-track'. There should also be reporting on both funding targets and aspirational targets. The Board also challenged the 'Green' assessment given for 16-18 recruitment. Against the target of 2,750, actual enrolment was confirmed at 2,500. As this key target has still to be met, the Board agreed that the assessment has to be 'Red'.	Agenda item 6
21	Much of the reporting was on actuals for 2016-17 as it is still too early in the first term to report on progress against targets for 2017-18. It was agreed this should be more explicit in the Strategic & Operational Plan monitoring framework.	Agenda item 6
23	In terms of future presentation of the Strategic & Operational Plan monitoring framework, it was agreed that there should be an executive summary setting out the context; confirming which targets are at risk of not being achieved and, against each of these, a commentary on the actions being taken and the expected impact of the successful implementation of the actions. The executive summary would therefore be a key document for governors to monitor.	Agenda item 6
36	For the curriculum review to be a major focus at the June Strategy meeting.	June 2018
38	Governors accepted the case being made for leadership and management being 'Good', but asked the Executive to ensure they had a strong case to put to Ofsted when challenged on this grading in light of outcomes and overall effectiveness being judged as 'Requires Improvement'.	This has been addressed
50	Financial Regulations: It was AGREED to revise the wording in paragraph 8.5 to read: <i>In the first instance, the Executive will approve all new ventures. New ventures will then be subject to</i>	Deputy CEO/Deputy Principal confirmed this has been completed

	<i>Board approval in advance of the commencement of the new venture. In the event of requiring Board approval outside the cycle of planned Board meetings, approval to be sought jointly from the Chair and Vice Chair in advance of the commencement of the new venture.</i>	
61	It was confirmed that there has yet to be any use of the agreed delegated authority to review and approve the final terms of the financing of Hadlow Group Bank Loans.	Agenda item
62	Further work on the estates strategy to be reported at the next Board meeting.	Agenda item

CHAIRS ACTION

67. It has been agreed to have, as a standing agenda item, reporting on any actions taken through ‘Chair’s Action’ in order that there is openness and transparency on such actions taken, and to ensure the closing of the loop in terms of reporting to the Board on any chair’s action.

68. The Chair confirmed signing the West Kent College’s overdraft facility and that the chair’s action taken was reported to the Group Finance Committee and recorded in the minutes of the Committee.

69. The Chair of Hadlow confirmed signing orders on for solar panels but the order has yet to be executed.

HADLOW GROUP BOARD MINUTES

70. Received and noted, for information purposes, were the minutes of the Hadlow Group Board meeting held 25 January 2018.

71. It was reported, and welcomed by the Board, that the Group has been successful in securing from Kent County Council additional funding for High Needs/SEND students. However, a decision on policy is required for 2018-19 if funding is not made available to support High Needs/SEND students. The Group would not be able to enroll High Needs/SEND students if the additional funding, required to meet their specific learning needs, is not made available.

72. A progress update was made on Easton and Otley College with confirmation that the Chair of Hadlow College, Group CEO/Group Principal, and the Group Deputy CEO/Deputy Principal are visiting the College next week.

STRATEGIC & OPERATIONAL PLAN

73. The agreed monitoring framework for the College Strategic Plan 2016 -2019 was received. At the last meeting, the Committee asked for an executive summary to be made available and Members welcomed the detail provided in the executive summary.

74. Also requested at the last meeting that, where it is still too early to report on progress against targets for 2017-18 or where progress cannot be assessed until the year-end, this should be more explicit in the monitoring framework. Members welcomed the explanations now given in these instances.

75. KPI 1.3.1 (Page 7 & 8) – Red to amber

76. Members noted and welcomed the progress made in work-based learning (WBL). Both achievement and timely achievement have risen substantially since October 2017 (achievement from 51% to 67%; timely achievement from 35% to 58%). Although an improvement, Apprenticeship provision remains an area of high risk for the College and will continue to be a standing agenda item at the Curriculum and Quality Committee.

77. The Board was informed that a Notice of Minimum Level of Performance has been issued by the funding agency on the College's apprenticeship provision. But, as has been reported to the Board, this is mainly due to historical legacy issues inherited from 'K' College at the time of the acquisition and, in particular, in the area of Electrical Engineering.

78. KPI 2.2.2. (Page 11) – Red to red

79. The College is still below its target for internal apprenticeship opportunities which is set at 6% for this year and 10% for next (as set by the College). New opportunities have arisen across the College including Betteshanger Sustainable Parks and HRCS. Recruitment to these positions is dependent upon appropriate roles and affordability. The College, with its existing opportunities and new planned areas, will meet its 'levy' amount for this year which is below the College set figure.

80. A discussion took place again on the setting of targets that are more aspirational and unrealistic. The current performance for internal apprenticeships is at 1.2% and will increase to 2%-2.5% with the planned new starts. These figures do not include the vacancies that currently exist for apprenticeships that have yet to be filled. Setting a target of 6% for this year and 10% for next year appeared to Members to be unrealistic when compared against the current level of performance. The Board agreed that recruiting apprenticeships internally is critical but it does require a culture shift within the College but also there is a need to embed apprenticeships at all levels within the College.

81. KPI 5.3.1 (Page 21) – Green to amber

82. The College has identified appropriate premises for a July 2018 'decant' from Jemmett Road. The amber rating is purely to identify the 'timing' risk. It was reported to the Board that there has been substantial mitigation against this risk.

83. Requested at the last meeting was, where available, the inclusion of any comparable data to enable College performance to be judged against other Colleges in Kent. Attendance at 87% compares favourably against other KFE colleges where attendance was reported at 83%, 90%, and 85%.

84. Attendance dropped from 89% in term 1 to 87% in in term 2. This dip related mainly to attendance at English and maths. The Chair of the Curriculum & Quality

Committee informed the Board that action planning was in place to address attendance at English & maths.

To assist the Committee to monitor this more effectively, it has been agreed that, in future, attendance will be reported on in two ways - attendance against the students primary learning goal and attendance including English and maths,

85. It was **RESOLVED** to note the report.

INSTITUTIONAL ACHIEVEMENT TARGETS 2017/18

86. The College report '*Target Institutional Achievement Rates 2017/18*' was received. It was confirmed the report was subject to detailed discussion and analysis at the meeting of the Curriculum & Quality Committee meeting held 22 February 2018. Following this review, the Committee recommended for the Board to approve the proposed achievement targets for 2017-18.

1. Year End Achievement and Institutional Targets by Age 2017/18 (Non QAR) - Overall Rate

	16-18		19+	
	Target %	Actual %	Target %	Actual %
Non QAR 2015/16	85	78.2	83	84.9
Non QAR 2016/17	85	77.1	86	82.4
Non QAR 2017/18	80	TBA	85	TBA

2. Headline - Institutional Achievement Rates 2017/18 (QAR) - Overall Rate

	16-18			19+		
	15/16 National Rate %	Target %	Actual %	15/16 National Rate %	Target %	Actual %
QAR 2016/17	78.4	80	71.6	86.4	87	80.6
QAR 2017/18	79.1	76	TBA	86.1	83	TBA

87. As identified and discussed in detail at the Curriculum & Quality Committee meeting, the proposed overall targets have been set at a lower rate than those targets set for 2016/17, and the Committee sought assurances as to the reasons for this. It was reported to the Committee that changes in the curriculum, which now include examinations as against course work, have had a significant impact and will invariably lower the National Rates when published in March. The proposed target for 16-18 still stretches the College with a proposed 3% increase in achievement. Instead of setting targets that are unrealistic and unlikely to be met, the proposal is to set more realistic targets but which are still demanding and stretching.

88. Members sought assurance as to the timing for approval of achievement targets as approval for 2017-18 was being sought mid way through the academic year. It was reported that this is purely a timing issue. The final returns in January are when the

College can confirm actual achievement data for the proceeding year and, therefore, targets for in-year can only be proposed and approved after January.

89. It was **RESOLVED** to approve the achievement targets for 2017-18 and to note the report.

EQUALITY & DIVERSITY ANNUAL REPORT

90. The '*Annual Equality & Diversity Report*' was received. It was confirmed that the report was subject to detailed discussion and analysis at the meeting of the Curriculum & Quality Committee meeting held 22 February 2018. The report was therefore made available to the Board for information purposes.

91. The report provided updates on:

- The legal context
- Scope of the Annual Equality & Diversity Report
- Strategic Plan and objectives: an overview of targets, progress against targets, and further action
- Staff Development & Training
- Student Awareness and Training
- Equality Analysis (Equality Impact Assessment)
- Data Monitoring and Reporting (staff and students)

92. It was **RESOLVED** to note the report.

LEARNER VOICE EVALUATION REPORT

93. The College report '*Learner Voice Evaluation*' was received. The report included information gathered from the FE Student Exit Survey and the FE/HE 2016/17 Student Induction Surveys, in addition to information gathered through Learner Voice forums and Curriculum Meetings for the period September 2017 to February 2018.

94. In summary, it was reported the survey outcomes did not report on anything new and, where issues were raised, they were already known by the Executive. Many of the areas reported against received positive student feedback and this was welcomed. Where issues have been raised, appropriate actions are either being taken or are scheduled to be implemented. Students are actively involved in the learner voice process at all sites and feel comfortable raising concerns and questions.

95. It was **RESOLVED** to note the report.

GENDER PAY REPORT

96. The College report '*Gender Pay*' was received.

97. The new gender pay gap obligations have been introduced alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the Public Sector Equality Duty (PSED) and publishing equality objectives every four years. The College has carried out the collation of snapshot data, with a requirement that work is undertaken to narrow any gaps.

98. The College's mean pay gap is 8.3% and the median is 9.28% which is significantly better than the national average. According to the Office for National

Statistics (ONS) figures, the national median pay gap for all employees was 18.1% in 2016.

99. As part of the mandatory reporting process, employers are required to publish the gender pay gap within their bonuses. It was confirmed the College did not award bonuses this year and, therefore, will not be able to report a bonus gender pay gap.

100. One key driver for the gender pay gap, on a national scale, is that part time or sessional roles are more likely to be occupied by women. Higher-paid roles are more likely to be full time which causes a correlation between part time/sessional work being comparatively lower paid. West Kent & Ashford College has a higher proportion of part time and sessional roles that are occupied by women. This contrasts with the upper quartile where the majority of roles are full time and where it can be seen the male percentage significantly increases.

101. The report concluded that salaries at West Kent & Ashford College are determined through a job evaluation scheme and evaluates the job as opposed to the post holder. It makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, the College is confident that it is paying the same salary to roles of equal value.

102. It was **RESOLVED** to note the report.

GENERAL DATA PROTECTION REGULATIONS (GDPR)

103. The report provided a summary of the new GDPR and the implications arising from the new regulations. Whilst noting the report, Governors sought assurances as to the actions being taken by the College to ensure full compliance by the time the new regulations come into force at the end of May.

104. It was reported that the College's internal auditor has undertaken an audit on the College's current GDPR readiness arrangements and their report is an agenda item at the Hadlow Group Audit Committee, due to meet at the conclusion of this Board meeting. A follow-up audit will be undertaken by the internal auditors in May to report on whether the College is fully compliant.

105. It was **AGREED** to make available to Governors a summary statement on the College's GDPR readiness

106. Clarification was sought as to whether there was any Governor liability arising from GDPR. It was **AGREED** for the Clerk to seek legal advice and to make this available to governors.

FE COMMISSIONER UPDATE

107. A verbal update was made on the meeting held this week between the FE Commissioner, Group CEO/Principal, and the Chair of WKAC and the Chair of Hadlow College.

108. In terms of the agreement reached at the conclusion of the meeting, the following was reported to the Board:

- The FE Commissioner will confirm that, subject to the agreement of the Kent Area Review Steering Group, the Kent Area Review will conclude with the recommendation for WKAC and Hadlow College to merge. The

recommendations will note that the recommendation to merge has not been accepted by either of the two Boards at this time but both Boards have agreed that they will continue to review this decision annually.

- The WKAC will not be subject to a Diagnostic Assessment from the FE Commissioner unless the College falls within the scope for a DA (to be Requires Improvement at the next Ofsted Inspection and/or to receive a financial Notice to Improve from the Education Skills Funding Agency).
- That the College, with the firm encouragement of the FE Commissioner, will arrange a further meeting with the Transition Unit to see if there would be any financial assistance made available should both Boards decide to merge. The College has requested that the FE Commissioner accompany College representatives to this meeting.

109. The FE Commissioner is to confirm the above points in a letter to the College, and the letter will also commend the work done to date to improve the student experience and the finances at the College.

110. The FE Commissioner agreed that the wording of the recommendation for inclusion in the final Kent Area Review Report should be agreed with both Colleges before it is sent to the Kent Area Review Steering Group for approval. It was **AGREED** to give delegated approval through 'Chair's Action' for the Chairs of both Colleges to agree the final recommendation wording with the FE Commissioner.

REPORT FROM HADLOW GROUP FINANCE COMMITTEE

111. The College report '*Unconfirmed Minutes of the Hadlow Group Finance Committee held 22 February 2018*' was received. The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Management Accounts/Financial Performance Report for both Hadlow & WKAC Colleges
- Group Capital Portfolio
- Tuition Fee Policy 2018-19
- Tender Report for both Hadlow & WKAC Colleges
- Group HR Report
- Group Health & Safety Report
- Monitoring of College performance in the area of finance and estates for both Hadlow and WKAC Colleges

112. In terms of monitoring the College's performance against KPIs agreed for finance and estates, the Chair of the Committee reported that, against the 13 agreed performance indicators, four 'Amber' assessments were recorded against cash generated, current assets to liabilities ratio, cash days in hand, and borrowing as a % of income. All other assessments were confirmed as 'Green'.

113. As there were some risks identified which could impact on the year-end forecast, the Committee agreed to inform the Board of an 'Amber' assessment (Some concern/Some risk) against finance and estates.

114. For human resources, the Committee agreed to inform the Board of a 'Green' assessment (no concerns/no issues).

115. It was **RESOLVED** to approve the '*Tuition Fee Policy 2018-19*'.

116. It was **RESOLVED** to note the unconfirmed minutes of the Finance, Commercial & Resources Committee meeting held 22 February 2018.

117. Governors asked as to what will be the policy on the use of capital receipts generated through the agreed disposals project.

In reply, it was confirmed discussions are on-going on the use of receipts to a) pay off some, or all, existing debts; and b), to use for capital investment. There has to be an agreed debt reduction plan that works alongside further capital investment. It was confirmed a debt management plan will be incorporated into the estates strategy which will be made available at the June Strategy meeting for review and approval.

REPORT FROM THE CURRICULUM & QUALITY COMMITTEE

118. The College report '*Unconfirmed Minutes of the Curriculum & Quality Committee held 31 January 2018*' was received. The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Institutional Achievement Targets 2017-18
- Student Attendance
- Lesson Observation Report
- Functional Skills/GCSE Report
- Apprenticeship Report
- Quality Improvement Plan - FE & HE
- Student Destination Report
- Annual Equality & Diversity Report
- Curriculum Strategy 2018/20
- Monitoring of College Performance - Student Experience
- Risk Register Review

119. In terms of monitoring the College's performance against KPIs agreed for the student experience, the Chair of the committee reported that there were no 'Red' RAG assessments against any of the actions/targets required. This demonstrated the continuing good progress being made by seeking on-going and sustainable improvements. Although there remain many 'Amber' RAG assessments, this reflected the current journey of the College moving from 'Inadequate' to 'Good'. No issues of concern were reported by the Committee on any of the 'Amber' assessments.

120. Following the review of the assessments, the Committee resolved to inform the Board of the following overall assessment as 'Amber':

Student experience, teaching & learning	Some Risk	Concern/Some
---	-----------	--------------

GROUP AUDIT COMMITTEE

121. Due to the snow last week, the cancelled meeting of the Audit Committee is to take place once the Board meeting concludes. The minutes of this meeting will be made available in the papers for the July Board meeting.

DATE OF NEXT MEETINGS

Joint Strategy Meeting Thursday 07 June & Friday 08 June 2018
Board Meeting Wednesday 04 July 2018 @09.30 at the Tonbridge Campus.

(Staff and student governors and College Officers, with the exception of the CEO/Principal and the Deputy CEO & Deputy Principal, left the meeting at this point).

CONFIDENTIAL REPORT FROM THE HADLOW GROUP FINANCE MEETING

122. The College report 'Unconfirmed Confidential Minutes of the Hadlow Group Finance Committee' held 22 February 2018 was received. The Chair of the Committee presented the report which provided a summary on the discussions held on the pre-budget statement and on bank financing and disposals.

123. It was **RESOLVED** to note the unconfirmed confidential minutes of the Finance, Commercial & Resources Committee meeting held 22 February 2018.

124. In terms of an update since the meeting, it was confirmed that the sale of the strip of land at the Tonbridge site has now been completed.

The meeting concluded at 11.45.

Signed: _____ Date: _____

SUMMARY ACTION LIST

Min	Action	Review
105	It was AGREED to make available to Governors a summary statement as to the College's GDPR readiness	Issued 15/3/18
106	Clarification was sought on whether there was any Governor liability arising from GDPR. It was AGREED for the Clerk to seek legal advice and to make this available to governors.	4/7/18
110	The FE Commissioner agreed that the wording of the recommendation for inclusion in the final Kent Area Review Report should be agreed with both Colleges before it is sent to the Kent Area Review Steering Group for approval. It was AGREED to give delegated approval through 'Chair's Action' for the Chairs of both Colleges to agree the final recommendation wording with the FE Commissioner.	4/7/18
117	A debt management plan will be incorporated into the estates strategy that will be made available at the June Strategy meeting for review and approval.	7/6/18 & 8/6/18 and 4/7/18