



**MINUTES OF A MEETING OF THE CORPORATION  
5.30PM, TUESDAY 3 MARCH 2020, in the Whatmoor Room**

<b>Members :</b>	*Tom Amery; *Richard Barker; *Hanna Baxter (FE Student Governor); *Richard Bourne; *Andrew Davies; *Andy Foot; *Alex Jackson; *Jim Kenderdine; *Robert Lasseter (Vice Chair); Graham Ledden; *Annetta Minard; Ben Murphy; Vicky Prior; *Luke Rake (Principal); *Andrew Robinson; Andy Stillman; *Elaine Taylor; *Bethany Thompson (HE Student Governor); *James Tirrell (Chair); Linda Wyatt
<b>In attendance:</b>	*Dan Knight (Observer); *Tom Barlow (Finance Director); *Oliver Symons (Deputy Principal (Learning & Performance)); *Vanessa Gifford (Clerk)

*\* Indicates actual presence at this meeting (Quorum = 8 Corporation Members)*

ITEM NO.	DETAIL
1.	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest <b>NOTED</b> .
2.	<b>APOLOGIES AND WELCOMES</b>  Apologies were <b>RECEIVED</b> and <b>NOTED</b> from Graham Ledden, Ben Murphy, Vicky Prior, Andy Stillman and Linda Wyatt.  The Chair welcomed Richard Bourne to his first meeting as a full member, Dan Knight who would become a full member the following day and to Tom Barlow the Finance Director.
3.	<b>MINUTES OF THE MEETING HELD ON 03 DECEMBER 2019 AND 26 FEBRUARY 2020.</b>  The Corporation <b>APPROVED</b> the minutes of 03 December 2019 and 26 February 2020 as a true and accurate record, and <b>APPROVED</b> the non-confidential minutes for website publication.
4.	<b>MATTERS ARISING FROM THE MINUTES</b>  The following matters were <b>NOTED</b> : <ul style="list-style-type: none"> <li>• The health &amp; safety actions would be implemented in due course, as well as the HR reporting.</li> <li>• The Principal and Finance Director had met to update on the VAT claim and were poised to instruct KPMG to carry out an independent review at a cost of £4,500 - £5K.</li> </ul>
5.	<b>MEMBERSHIP REVIEW</b>  <b>Membership Review</b> The following re-appointments were <b>APPROVED</b> : <ul style="list-style-type: none"> <li>• Robert Lasseter for a further three year term 01/06/20 to 31/05/23.</li> <li>• Vicky Prior for a further three year term 01/03/20 to 28/02/23.</li> </ul>

	<p><b>Committee Membership</b></p> <p>The Committee Membership from 1 March 2020 was <b>APPROVED</b>, subject to the Clerk contacting Andy Stillman to ensure that he was content with his proposed appointments.</p>	<b>VG</b>
<b>6.</b>	<p><b>PRINCIPAL'S REPORT</b></p> <p>The Corporation <b>RECEIVED</b> the Principal's Report which provided updates on:</p> <p><b>Overview; Strategic update; Strategic Working Groups; Teaching, Learning and Assessment Update; Principal's Diary</b></p> <p>Further additional points were <b>NOTED</b> as follows:</p> <ul style="list-style-type: none"> <li>• The Principal paid thanks to the Estates Team who had coped with the challenges of the winter weather.</li> <li>• Recruitment was encouraging and the conversion of rate at Open Mornings had increased dramatically.</li> <li>• Residential accommodation was a challenge with only 8 under 18's in accommodation the previous year and the demands were significant. SMT was considering ceasing the provision for under 18's and this would make bedrooms available for other purposes, possibly for block release for the graduate training scheme for new teachers.</li> <li>• Apprenticeships and Adult Learning were still a challenge.</li> <li>• Work and planning was well underway for 2020/21 provision, including changes to the college day</li> <li>• The introduction of an Aquaculture programme had been shared with the Corporation at the Strategy Day, and the Principal advised that a major Aquaculture Conference was being held at the College the following day.</li> <li>• It was agreed that there was a lot of activity despite the financial challenges of the College.</li> <li>• The Principal considered that forthcoming opportunities with the National Trust could be fascinating</li> <li>• The feedback from the Dorset Council regarding the Masterplan had been shared with the Corporation and it was agreed that it was very positive.</li> <li>• The Principal update members on a more recent conversation with the NFU regarding a Nitrate Trading Scheme. This would provide a test bed for nitrates and the Principal would be making a joint presentation at the Landex Conference. There was also significant funding available for this project.</li> <li>• The Principal reported that wedding income was not meeting budget and as there was a 12-18 month lag on wedding bookings the team would be tasked with filling the diary with other external meetings/conferences. There had been an exceptionally busy August for weddings and margins were increasing and it was hoped that the upcoming Wedding Fair would be successful. A new Co-ordinator had been appointed to the team following the departure of the majority of the wedding team.</li> <li>• A number of important documents were annexed to the Principal's Report which highlighted the growing profile of KMC.</li> <li>• Members were pleased to note the photographs of significant student activity including charity work.</li> <li>• The Corporation agreed that a price could not be put on the</li> </ul>	

	<p>importance of the links made by the Principal. It gave the College a voice on forums and the time investment paid dividends.</p>	
<p>7.</p>	<p><b>THE STUDENT VOICE</b></p> <p>The Student Reports were <b>NOTED</b> and the following points made during discussions:</p> <p><b>FE Report</b></p> <ul style="list-style-type: none"> <li>• The FE Student Governor had been involved with Dorset's Takeover Day in February and she had taken over from the Dorset Council's Chief Executive Matt Prosser. Members congratulated her on this tremendous opportunity.</li> </ul> <p>With regards to the College issues, the following responses were <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• Catering Facilities: the Principal advised that the issues had been recognised due to the unexpected growth of the Dorset Studio School. Timetabling was being changed for September 2020 to give staggered lunch breaks to alieve the situation. It was also noted that the KMC kitchens were closed for refurbishment following a successful LEP bid to make them compliant. February had been chosen for the work to not impact weddings and conference. The Principal recognised that this was a challenge but the facilities were now fully open.</li> <li>• The Principal explained that due to repeated vandalism toilets in the Courtyard had been closed to save any further financial impact. The perpetrators had not been identified. Members asked what the plan was going forward and the Principal advised that there were student challenges in this area and he was working with the DSS to monitor the situation. The vandalism was during the college day and not gender specific. Currently staff had keys to open and lock the toilets and this was not occurring at any other location on the campus. The DSS Principal advised that her students had been banned from these toilets and should not be going against her instruction. The Principal advised that he did not have the resource to continually monitor the situation. The Principal confirmed that in some areas there were some gender neutral facilities.</li> <li>• The Principal agreed that the walkways around the estate were impassable due to the unseasonable weather. These would be reviewed and some capital expenditure allocated where necessary.</li> <li>• The Principal and the Deputy Principal (Learning &amp; Performance) were not aware of the issues with classrooms and confirmed that there was no shortage. The Deputy Principal (Learning &amp; Performance) agreed to investigate the issue.</li> </ul> <p><b>HE Report</b></p> <ul style="list-style-type: none"> <li>• The HE Student Governor agreed that many of the HE issues were a common theme to FE. However the state of the car park was a particular issue and the Principal explained that the land was flat and did not drain particularly well. Any repair would be in the region of a six figure sum which was the issue, especially with the whole financial situation being particularly challenging. The Principal advised that a £35K LEP bid had been successful which would be used to repair roads but would not solve the car park.</li> <li>• It appeared that HE students had adapted to the number of DSS students on the site.</li> <li>• The Higher Education Academic Board meeting was the following day.</li> </ul>	<p>OS</p>

	<ul style="list-style-type: none"> <li>The HE Student Governor was pleased to report that examinations week was over.</li> </ul>	
<b>8.</b>	<p><b>CLERK'S REPORT</b></p> <p>The Clerk's Report was <b>NOTED</b>, with the following additional points:</p> <ul style="list-style-type: none"> <li>The Principal considered the FE Commissioner advice of having a KPI for average classroom size was interesting. It would be difficult with land-based provision but could be calculated as an overall average or target the budgeted size and any contribution. It was noted that department contribution was reported in the management accounts.</li> <li>The Principal suggested that the Strategic Plan and Targets going forward would be reviewed in the Autumn for consideration by the Corporation.</li> </ul>	
<b>9.</b>	<p><b>RATIFICATION OF ELECTRONIC DECISIONS</b></p> <p>The following electronic approval was <b>RATIFIED</b>:</p> <ul style="list-style-type: none"> <li>The appointment of ICCA Education and Skills Limited to provide Internal Audit Services for a period of 3½ years with immediate effect.</li> </ul>	
<b>10.</b>	<p><b>STRATEGY DAY</b></p> <p>The notes of the Strategy Day would follow in due course, however the Chair outlined key points and areas for development as follows:</p> <ul style="list-style-type: none"> <li>The Principal would over-see the commercial activity of the College and would review the structure over time. He considered this to be an opportunity to look at the possibilities to facilitate restructuring. There was a general feeling that there was a mismatch between financial management and creative commercial opportunities and the Principal would consider this in the short term to enable appointments to be made.</li> <li>The College would develop new provision linked to its key purpose of land-based in the broadest sense and would continue to focus on Level 3.</li> <li>The new Apprenticeship Manager had commenced and it would be interesting to see how this developed.</li> <li>The Farm would continue steadily looking to a considerable change in the environment over time. Opportunities that emerged would be investigated and how they could be exploited.</li> <li>The Principal advised that the government was undertaking a piece of work on Rural Business Units which could provide enablers for small businesses.</li> <li>The Farm would continue to look at innovations linked to sustainability. It was a good learning resource for learners where good data was available. It was agreed that rather than demonstrating leading edge technology, which could be achieved with partners, the Farm would continue as a teaching resource with enough commercial activity to make it work.</li> </ul> <p>It was agreed that it had been a useful day.</p>	
<b>11.</b>	<p><b>STAFF CONTRACTS</b></p> <p>The Corporation <b>CONSIDERED</b> the following staff contracts:</p>	

	<ol style="list-style-type: none"> <li>1. Academic Contract of Employment</li> <li>2. Academic Contract of Employment – Variable Hours</li> <li>3. Apprenticeship Contract</li> <li>4. Non-Teaching, Business Professional &amp; Technical Contract of Employment</li> </ol> <p>The Principal reminded members that the above contracts had been referred back for consultation with the unions. He had now discussed fully with the unions and the documents had been fully agreed.</p> <p>The following points were <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• Agreement had been made on deductions for strikes to protect workers</li> <li>• Holiday entitlements had been considered and agreed</li> <li>• Deals had been agreed over tensions within the Apprenticeship Contracts</li> <li>• It was noted that a lot of organisations were entering discussions on the Local Government Pension Scheme (LGPS) but any debate would not affect these contracts. There would have to be full consultation including staff with guidance from unions.</li> <li>• The contracts for consideration would be applied to new staff and not existing.</li> <li>• There had been discussions on carrying forward sick pay. The Principal advised that there would be cost implications and the College would follow the legal recommendations. He confirmed that academic staff were expected to take their annual leave out of term time.</li> </ul> <p>After full consideration the four contract of employment set out above were <b>APPROVED</b>.</p>	
12.	<p><b>FINANCIAL REPORT TO 31 JANUARY 2020 (Management Accounts)</b></p> <p>The Corporation <b>CONSIDERED</b> the Management Accounts to 31 January 2020. The following points were <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• The Principal advised that the position to the end of January 2020 was similar to that at the end of December.</li> <li>• There was a variance on income which primarily related to Adult Learning and Apprenticeships.</li> <li>• The new Apprenticeships Manager had commenced but it would take time for any progress to feed through.</li> <li>• It was envisaged that the use of sub-contractors would assist Adult Learning.</li> <li>• Members were aware of the challenges with Residential and Catering income and these continued.</li> <li>• The Animal Park and Gardens had been impacted by the weather but this had been mitigated in some respects with the opening of the Play Barn.</li> <li>• Variances within the Farm income were mainly around timing issues.</li> <li>• The Principal forewarned the Corporation that the College would be in breach of the Bank Covenants. The Banks had been kept fully informed and discussions had been pragmatic however there would be a cost. The Principal would update the banks and the ESFA further before Easter.</li> <li>• Cashflow was a challenge with the lowest point expected during March, however the Finance Director was managing this at the current</li> </ul>	

	<p>time. An overdraft facility had been put in place but had not been 'triggered' at the current time, however the Corporation authorised the implementation of an overdraft, if necessary, and delegated signing to the SMT members.</p> <ul style="list-style-type: none"> <li>• The Principal regretted the current position but colleges were under huge financial pressure nationally, hence he would make decisions about commercial structures in due course.</li> <li>• The likely consequence with banks would be legal costs and the Principal suggested they may look for security. He confirmed that currently all college assets were unsecured, so there was college owned land available if necessary.</li> <li>• It was confirmed that the College had two loans with different banks, however the terms were that if one loan covenant was breached it automatically breached the other. The Principal suggested that there could be a piece of work to look at transferring all loans to one provider.</li> <li>• It was agreed that the Masterplan would come into play further if security was required by the banks, but the College would 'cross this bridge' when necessary, and would keep discussions on-going. The Principal advised that the College had a good relationship with the banks and had always kept up with payments.</li> <li>• The last F&amp;R Committee meeting had been supportive and a Finance Working Group would be initiated to monitor the situation.</li> <li>• The Principal advised that M&amp;S had increased its base price slightly on the College milk contract and it was agreed that the value of this contract was phenomenal. The Principal was in continual conversations with Velcourt and would be reconvening the Farm Strategy Working Group in late Spring and would have another tour of the estate. The Principal advised that the next F&amp;R Committee meeting would receive a Farm update. It was suggested that it would be useful to meet with the M&amp;S representative, with Velcourt, to foster relationships. It was noted that M&amp;S were reducing the herds it dealt with but the College benefitted due to its high welfare.</li> </ul>	LR
13.	<p><b>FINANCE &amp; RESOURCES COMMITTEE</b></p> <p>It was <b>NOTED</b> that the following papers had received full scrutiny by the Finance &amp; Resources Committee, with the recommendations, additional points, and further actions set out below:</p> <p><b>Annual Treasury Report</b> The Annual Treasury Report was <b>APPROVED</b> following the recommendation of the Committee.</p> <p><b>Tuition Fees Policy 2020/21</b> The Tuition Fees Policy 2020/21 was <b>APPROVED</b> following the recommendation of the Committee.</p> <p><b>Refund and Compensation Policy</b> The Refund and Compensation Policy was <b>APPROVED</b> following the recommendation of the Committee.</p> <p><b>Draft Minutes of the meeting held on 04/02/20</b> The draft minutes of the Finance &amp; Resources Committee dated 04 February 2020 were <b>NOTED</b>, with the following points <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• There were many challenging areas at the present time including the</li> </ul>	

	<p>cash position and budget deficits. The Principal emphasised that the ESFA was aware of the issues and was supportive..</p> <ul style="list-style-type: none"> <li>• It was confirmed that the Integrated Financial Report had been submitted to the ESFA on time.</li> </ul>	
14.	<p><b>QUALITY &amp; STANDARDS COMMITTEE</b></p> <p>It was <b>NOTED</b> that the following papers had received full scrutiny by the Quality &amp; Standards Committee, with the recommendations, additional points, and further actions set out below:</p> <p><b>Careers Update</b> The Careers Update was <b>NOTED</b>.</p> <p><b>Link Governors</b> The Clerk advised that the Chair of the Q&amp;S Committee had carried out a 2 hour link visit to the college and had shared the report with the Committee. She had visited lessons in English and maths; the catering team in the Courtyard Classroom and spoke to students in those areas. The system had worked well and the Clerk would set up further appointments for other Governors to visit further areas in due course.</p> <p><b>Draft Minutes of the meeting held on 05/02/20</b> The draft minutes of the Quality &amp; Standards Committee dated 05 February 2020 were <b>NOTED</b>, with the following further comments:</p> <ul style="list-style-type: none"> <li>• The Committee had received an update from the Director of Systems Integration on progress with the college systems.</li> <li>• The key KPI's had been monitored, including attendance and applications.</li> <li>• A new Teaching and Learning Observation process had commenced which moved away from being a judgemental process to looking at the whole student experience.</li> <li>• Curriculum Quality Reviews were being undertaken with departments to update Curriculum Plans.</li> <li>• The Learner Voice had been captured with a recent survey of students and the results were shared with the Committee. The issues raised by the Student Governors had been raised in the Survey including the state of the car park and catering facilities. The view of students regarding the quality of teaching and learning had been positive.</li> </ul>	
15.	<p><b>RISK MANAGEMENT: ENTRIES FOR THE REGISTER</b></p> <p>The Risk Register was considered under the Confidential items and minuted separately.</p>	
16.	<p><b>ANY OTHER BUSINESS</b></p> <p>The following items of further business were <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• As an urgent item it was <b>AGREED</b> that the Bank Mandate would be amended to remove Catriona Wood, Deputy Principal (Finance &amp; Commercial Services) and to add Tom Barlow, Finance Director, with immediate effect.</li> <li>• It was noted that the Pandemic Disease Policy had been reviewed and updated and shared with the Corporation for information. Members questioned what happened to the examination process if the College</li> </ul>	

	<p>had to shut, and the Principal advised that there would probably be special exemptions across the board and judgements made on completed work to ensure that no student was compromised.</p> <ul style="list-style-type: none"> <li>• It was suggested that responses to the Masterplan were challenging and concerns were raised over the urgency of the DSS facilities due to the rapid growth. The Principal advised that they would be considered step by step as planning applications were developed between the two organisations although this stage was not currently imminent. It was agreed that relationships were strong and positive.</li> <li>• The FE Student Governor raised a further issue of Moodle which was currently inaccessible for students. The SMT was unaware of this issue and agreed to investigate.</li> <li>• The Chair of the F&amp;R Committee advised the Corporation that there was a large debt within the I&amp;E accounts relating to the VAT issue. The Corporation had to be aware that this may have to be written off if the issue was not resolved. It was noted that the Principal and Finance Director were meeting the following day to update and agree the next course of action which would be shared with members in due course.</li> <li>• It was noted that the Principal would be taking the Insurance Tender forward.</li> </ul> <p>To close the open part of the meeting the Chair bade farewell to Elaine Taylor as she completed her 12 year term of office. A presentation was made and Elaine was thanked for her support and unstinting work for the College. Elaine responded by suggesting that decisions the Corporation had made during her term had served the College well and its stature was growing under the tremendous leadership of the Principal, and she considered that she was lucky to have been approached to join the Board. Thanks were passed to the Chair, Clerk and fellow governors who were all committed to the College, with good omens for the future despite the current financial position.</p>	OS
17.	<p><b>2019/20 MEETINGS</b></p> <p>The meeting dates for 2019/20 were <b>NOTED:</b></p> <ul style="list-style-type: none"> <li>• 5 May 2020</li> <li>• 7 July 2020</li> </ul>	
	<p><i>Senior Post holders, Staff and Student Members left the meeting for the next item. The Corporation <b>AGREED</b> that the Principal and Clerk should remain in the meeting.</i></p>	
18.	<p><b>CONFIDENTIAL ITEM</b></p> <p>This item was minuted confidentially.</p>	
	<p><i>The meeting closed at 7.30pm with no further business.</i></p>	

Chair.....Dated.....