

North Kent College

Governance Business Planner 2026/27 (updated 4.6.26)

Flexibility of Business

This annual business planner sets out the core cycle of governance, assurance and statutory business to be considered by the Corporation Board and its committees during the academic year. It is intended to provide a structured framework to support effective planning and compliance.

The schedule is, however, not exhaustive. Business may be re-prioritised, deferred or supplemented during the year to respond to emerging risks, changes in regulatory requirements, sector developments, or matters requiring urgent consideration.

The Chair, in consultation with the Chief Executive and the Clerk, may amend agendas or introduce additional items as necessary to ensure the Board and its committees continue to discharge their responsibilities effectively.

Date	Committee	Key Business / Reports
21 Sept 2026	Chair & Clerk Meeting	Governance Catch up
24 Sept 2026 5.30pm Teams	Audit Committee	Internal Audit Final Internal Audit Reports (previous year) Internal Audit Annual Report Internal Audit Recommendation Tracker (final position) Risk and Assurance Strategic Risk Register Review Annual review of the Risk Management Framework Governance and Assurance Annual review of Internal Control Framework Committee Terms of Reference review Committee Annual Work Plan Compliance and Controls Fraud / Irregularity Report Whistleblowing Report
1 Oct 2026 5.30pm Teams	Finance & General Purposes Committee	Financial Performance 2025/26 Management Accounts Financial Dashboard (KPIs and financial health indicators) Cashflow Forecast Reserves Policy Annual Update

Date	Committee	Key Business / Reports
		Estates and Capital ~~Estates Strategy~~ — Delayed until Curriculum Strategy is in Place Capital Programme Monitoring Major Capital Projects Report ~~Planned Maintenance Programme~~ delayed but due to no estates director and although survey has been done there has been no further work done on this HR / Workforce Workforce Dashboard (staff numbers, turnover, vacancies, absence) and commentary Risk and Compliance Financial risks within Strategic Risk Register Procurement and contract monitoring
14 October 2026	Chair & SLT Liaison Meeting 4.00pm	
12 October 2026	KFE Governor Conference in Autumn 2026 Kent FE have scheduled another Governor Conference for Monday 12 October from 10am to 1pm at Mid Kent College's Maidstone Campus	
15 October 2026 5.30pm Teams	Corporation Board 1	CEO / Executive Principal Report - Strategic overview of college operations College Performance Dashboard – (Summary of Dashboards from F&R and Q&S) Committee Assurance Reports - Assurance from Audit, F&R, Q&S, SG&R Finance & Audit Final Internal Audit Reports 2025/26 Equality and Inclusion Annual Equality, Diversity & Inclusion Report

Date	Committee	Key Business / Reports
		Policies for Review Governance Report - Governance Code compliance Governance Improvement Plan Final update
19 Oct 2026	Chair & Clerk Meeting	Governance Catch up
22 October 2026 5.30pm Teams	Quality & Standards Committee	Quality Improvement Quality Improvement Plan Review Curriculum Performance Dashboard Review of College Position against the OFSTED Toolkit 'Expected Standards' Teaching, Learning & Assessment Report English & Maths Performance Curriculum Data and Statistics Student Outcomes 2025/26 Recruitment 2026/27 Learner Experience Learner Voice Report Student survey outcomes Safeguarding and Welfare Annual Policy Review & Report Termly Safeguarding & Welfare Report Equality, Diversity & Inclusion update
12 Nov 2026 5.30pm Teams	Search Governance & Remuneration Committee	Senior Postholder Performance & Remuneration Review Senior Postholder performance against agreed objectives Agree objectives for the coming year Annual Senior Postholder Remuneration Report Remuneration benchmarking (AoC SPH Survey / sector data) Governance and Board Composition Board skills audit review Governor recruitment update Committee membership review Governor attendance report Governor Mandatory Training Compliance Report (Safeguarding, Prevent, GDPR, etc.)

Date	Committee	Key Business / Reports
18 Nov 2026	Immersive Curriculum Experience Dartford College 9.30am to 12.30pm	
26 Nov 2026 5.30pm Teams	Audit Committee	External Audit External Audit Post Audit Management Report Financial Statements Review Regularity Audit Report Letter of Representation Internal Audit Internal Audit Progress Update Audit Recommendation Tracker Risk and Governance Strategic Risk Register Update Draft Audit Committee Annual Report is finalised here for Board submission Policies
30 Nov 2026	Chair & Clerk Meeting	Governance Catch up
16 December 2026	Chair & SLT Liaison Meeting	
17 Dec 2026 5.30pm Teams	Corporation Board	CEO / Executive Principal Report - Strategic overview of college operations College Performance Dashboard – (Summary of Dashboards from F&R and Q&S) Committee Assurance Reports - Assurance from Audit, F&R, Q&S, SG&R Annual Self-Assessment Report 2025/26 Finance & Audit Approval of Financial Statements (Going Concern Assessment and Approval)

Date	Committee	Key Business / Reports
		Accounting Officer's Statement of Regularity, Propriety and Compliance Letter of Representation External Audit Findings Report Audit Committee Annual Report Final -Chair of Audit to sign Internal Control Assurance Strategic Risk Register - Risk oversight Safeguarding and Student Welfare Annual Safeguarding Report Includes: safeguarding compliance Prevent duty student welfare monitoring Health & Safety Annual Health & Safety Report
18 Jan 2027	Chair & Clerk Meeting	Governance Catch up
21 Jan 2027 5.30pm Teams	Finance & General Purposes Committee	Finance Final Management Accounts for 2025/26 Period 4 management Accounts & Financial Dashboard Cashflow Forecast Estates & Capital Estates Strategy Update Capital Programme Monitoring Major Capital Projects Report Planned Maintenance Programme Health & Safety this is a big issue as LJ explained as none of this information is readily available Health & Safety Dashboard Accident and incident statistics RIDDOR reportable incidents Estates compliance update (fire safety, asbestos, legionella) HR / Workforce

Date	Committee	Key Business / Reports
		Workforce Dashboard (staff numbers, turnover, vacancies, absence) and commentary Risk Financial and estates risks within Strategic Risk Register Business Continuity Annual Report
4 Feb 2027 5.30pm Teams	Quality & Standards Committee	Quality Monitoring QIP Progress Update Curriculum Performance Dashboard Student Outcomes Apprenticeship performance HE provision performance Teaching & Learning Teaching, Learning & Assessment report Learner Experience Student voice report Complaints and compliments analysis Safeguarding Termly Safeguarding Report
22 Feb 2027	Chair & Clerk Meeting	Governance Catch up
25 Feb 2027 5.30pm Teams	Search Governance & Remuneration Committee	Governance Effectiveness Board effectiveness self-assessment Governance improvement action plan Governor Development Skills matrix update Governor training programme review Governance Framework Standing Orders review Code of Conduct review

Date	Committee	Key Business / Reports
		Governance policies review
Wed 3 March 2027	Immersive Curriculum Experience – Gravesend College 9.30am to 12.30pm	
4 Mar 2027 5.30pm Teams	Audit Committee	Internal Audit Internal Audit Reports Internal Audit Progress Update Risk and Assurance Strategic Risk Register Review Assurance Framework Monitoring Governance and Compliance Counter Fraud Report Data Protection Update Audit Monitoring Audit Recommendations Tracking Report
17 March 2027	Chair & SLT Liaison Meeting	
18 Mar 2027 5.30pm Teams	Corporation Board	CEO / Executive Principal Report - Strategic overview of college operations College Performance Dashboard – (Summary of Dashboards from F&R and Q&S) Committee Assurance Reports - Assurance from Audit, F&R, Q&S, SG&R Annual Compliments & Complaints Report Risk Strategic Risk Register Review
22 March 2027	Chair & Clerk Meeting	Governance Catch up
22 Apr 2027 5.30pm Teams	Finance & General Purposes Committee	Finance Mid-Year Financial Review Financial Forecast Update Period 5 management Accounts & Financial Dashboard Cashflow monitoring

Date	Committee	Key Business / Reports
		Value for Money / Efficiency Review HR / Workforce Workforce Dashboard (staff numbers, turnover, vacancies, absence) and commentary Staff wellbeing / absence update Estates Capital Projects Progress Report Health & Safety Health & Safety Performance Report Accident statistics trend analysis H&S training compliance update Risk Strategic Risk Register update (financial / estates risks)
29 April 2027 5.30pm Teams	Quality & Standards Committee	Quality Monitoring QIP monitoring Curriculum Performance Dashboard Safeguarding update Termly safeguarding report Teaching & learning update Teaching, Learning and Assessment report Curriculum planning update • Apprenticeships performance • Learner destinations report • Maths & English Report, Learner experience Student survey 3 Learner voice Draft - Annual Accountability Agreement
18 May 2027	Immersive Curriculum Experience – Hadlow College 9.30am to 12.30pm	

Date	Committee	Key Business / Reports
12 May 2027	Chair & SLT Liaison Meeting 4.00pm	
13 May 2027	Board Development – 12 noon Corporation Board - 3pm to 5.30pm BOARD 2 (in person Tonbridge)	Board Development Session & Board meeting CEO / Executive Principal Report - Strategic overview of college operations Emerging risks / horizon scanning discussion College Performance Dashboard – (Summary of Dashboards from F&R and Q&S) Committee Assurance Reports - Assurance from Audit, F&R, Q&S, SG&R Policies for Review
17 May 2027	Chair & Clerk Meeting	Governance Catch up
20 May 2027 5.30pm Teams	Search Governance & Remuneration Committee	Governor Appointments External governor appointments Reappointment of governors Committee membership for next academic year Governance Planning Governance calendar for next academic year Committee Terms of Reference review Remuneration Governance Review of remuneration policy SPH remuneration benchmarking update
27 May 2027 5.30pm Teams	Audit Committee	External Audit External Audit Planning Memorandum External Audit Timetable Internal Audit Internal Audit Plan approval for next year Risk and Governance Cyber Security / IT Assurance Update Strategic Risk Register Review

Date	Committee	Key Business / Reports
		Annual review of internal controls effectiveness Committee Business Audit Governance Committee Annual Report Approval Committee Effectiveness Review Financial Regulations Annual Review NKC Board Scheme of Delegation Review
10 June 2027 5.30pm Teams	Finance & General Purposes Committee	Finance Draft Annual Budget Review Period 9 management Accounts & Financial Dashboard Estates Estates Strategy progress review Capital programme planning HR Workforce strategy update Staffing establishment planning Health & Safety Annual Health & Safety Review Major incidents review (if applicable) H&S compliance update Risk Strategic Risk Register update Cyber Security Annual Assurance Report Financial Regulations Annual Review NKC Board Scheme of Delegation Review
Wed 9th June 2027	Immersive Curriculum Experience – Tonbridge College 9.30am to 2.30pm	
16 June 2027	Chair & SLT Liaison Meeting 4.00pm	
17 Jun 2027 5.30pm Teams	Corporation Board	CEO / Executive Principal Report - Strategic overview of college operations Strategic Plan Progress Review

Date	Committee	Key Business / Reports
		College Performance Dashboard – (Summary of Dashboards from F&R and Q&S) Committee Assurance Reports - Assurance from Audit, F&R, Q&S, SG&R APPROVAL: Annual Budget ✓ Financial Forecast ✓ Accountability Statement (FINAL APPROVAL) Governance Self-Assessment ✓ Committee Terms of Reference ✓ Governor appointments ✓
21 June 2027	Chair & Clerk Meeting	Governance Catch up

Final Meeting Numbers

Body	Meetings
Corporation Board	5
Finance & General Purposes	4
Quality & Standards	3
Audit	4
Search Governance & Remuneration	3

North Kent College – Governance Assurance Map (2026/27)

Line of Sight: Committees → Assurance → Corporation Board

1. STRATEGY & PERFORMANCE

Assurance Owner: Quality & Standards Committee

Area	Committee Assurance	Board Assurance
Strategic Plan Delivery	QIP, SAR, KPI dashboards	Strategic oversight
Curriculum & Outcomes	Achievement, retention, TLA	Performance challenge
Ofsted Readiness	Inspection framework alignment	Accountability

2. FINANCIAL SUSTAINABILITY & RESOURCES

Assurance Owner: Finance & Resources Committee

Area	Committee Assurance	Board Assurance
Budget & Forecasts	Financial monitoring, KPIs	Budget approval
Cashflow & Solvency	Treasury, cashflow reports	Going concern
Value for Money	Efficiency review	Public accountability

3. RISK, CONTROL & ASSURANCE

Assurance Owner: Audit Committee

Area	Committee Assurance	Board Assurance
Internal Audit	Audit reports & tracking	Control assurance
External Audit	Financial statements review	Statutory approval
Risk Management	Risk framework & register	Strategic risk oversight
Regularity	Compliance & propriety	Accounting Officer assurance

4. GOVERNANCE & ACCOUNTABILITY

Assurance Owner: Search, Governance & Remuneration Committee

Area	Committee Assurance	Board Assurance
Board Effectiveness	Self-assessment, GIAP	Governance assurance
Skills & Succession	Skills audit, recruitment	Board capability
Policies & Framework	Standing Orders, ToRs	Legal compliance
Training Compliance	Mandatory training monitoring	Statutory compliance

5. SAFEGUARDING, PEOPLE & CULTURE

Assurance Owners: Q&S + F&R + Board

Area	Committee Assurance	Board Assurance
Safeguarding & Prevent	Termly + annual reports	Statutory duty
Workforce	HR dashboard, wellbeing	Strategic workforce
Equality & Inclusion	EDI reporting	Public sector duty
Complaints	Complaints analysis	Accountability & culture

6. ESTATES, IT & RESILIENCE

Assurance Owner: Finance & Resources Committee

Area	Committee Assurance	Board Assurance
Estates & Capital	Capital programme, compliance	Strategic investment
Health & Safety	H&S reports, compliance	Legal accountability
Business Continuity	BCP review & testing	Organisational resilience
Cyber Security	IT assurance, cyber risk	Data & system protection

BOARD ROLE (CENTRAL OVERSIGHT)

The Corporation Board receives triangulated assurance from all committees and is responsible for:

- Strategic direction
- Financial sustainability
- Legal and regulatory compliance
- Safeguarding and duty of care
- Accountability to the public and the Department for Education