

The Henley College Corporation

**MINUTES of the Meeting of the Corporation Committee**

**held on Monday 29th June 2015**

**Members present:** Louise Adams

Jayne Davis (Principal)

Nieema Hassan

Keith Heron

Sam Juthani

Jasminder Love (Chair)

Ian McGaw

Norbert Nemcsik

Tony Sanderson

Nic Saunders

Mia Tritton

Robyn Vitty

Simon White

Jeni Wood

**In attendance** Sue Bishop – Director of Finance

Julian Brinsford – Quality Manager/Head of School of Study

Simon Cuthbert - Deputy Principal

Beryl Richardson – Director of HR & Professional Development

Claire Harris – Corporation Secretary

Kulbir Sethi – Incoming Director of Finance

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| **Agenda item** | **Minute** | | **Action by:** |
| **7.1 14/15** | **Opening of meeting** | |  |
|  | The meeting opened at 6.08 pm. The Chair welcomed everyone and began by noting that it was the last Corporation meeting that Nic Saunders and Sue Bishop would be attending, as they were both leaving at the end of term. Nic had worked for the College for 17 years and Sue for 27. Both were thanked for the work and dedication they had shown to the College. | |  |
| **7.2 14/15** | **Apologies for absence** | |  |
|  | Apologies for absence were received from Stephen Forward, Peter Le Conte, Mohammed Khaliel and Jacqui Williams. | |  |
| **7.3 14/15** | **Declaration of interests** | |  |
|  | No interests were declared. | |  |
| **7.4 14/15** | **Minutes of the meeting of 21st May 2015** | |  |
|  | SJ noted that he had been present at the previous meeting but was not on the list of attendees. The minutes to be duly amended.  *There were no other changes and the committee agreed that the minutes were an accurate record of the meeting of 21st May 2015 and the minutes were signed by the Chair.* | |  |
| **7.5 14/15** | **MATTERS ARISING** | |  |
|  | 6.7 Review Terms of Reference, Standing Agenda Items and Committee Self-Assessment JL noted (that although this had been the agenda heading at the May meeting), for the sake of clarity the item had primarily been concerned with the updating of the Instrument and Articles.  6.8 Report on Progress Against Strategic and Operational Objectives, Quality Improvement Plan 2014/15 The Chair thanked those who had sent in questions, which would be considered later on the agenda.  6.16 Equality, Diversity and Inclusion Report As MK was not present at the meeting to feedback on the report, as proposed at the May meeting, BRic reported that Mohammed Khaliel had presented three queries to BRic which had been forwarded to the EDI Steering Group for consideration. The Chair confirmed that she was now the Designated EDI Governor and MK will be the Lead Governor on Prevent.  JWo asked for clarification on what an LGB Ambassador was. BRic explained that it was in fact an LGBT Ambassador, which stands for Lesbian, Gay, Bisexual and Transgender.  6.17 Governance and Search (Instrument and Articles) The Corporation Secretary reported that all Governors had recently been sent a questionnaire from the Legal firm, Eversheds. This was the first step in the work to update the ‘I and As’ and Governors were welcome to make any comments or suggestions and return them.  SW added that he would work with the Chair, Principal, Corporation Secretary and the Eversheds representative on the initial amendments, but it was the following stage that all Governors would need to be involved in, to agree specific sections such as length of service and good practice. JL explained that by making the ‘I and As’ more up to date, there should be the flexibility to consider areas such as income streams, mergers and sharing services in the future. A meeting with Eversheds was arranged for 17th September, and any Governors were welcome to attend. After which the first draft would be circulated. | |  |
| **7.6 14/15** | **APPROVAL OF NEW STUDENT GOVERNORS** | |  |
|  | The Corporation Secretary introduced Nieema Hassan and Norbert Nemcsik as the newly-elected President and Vice-President of the Students Union. Governors were asked to ratify their appointment to the Governing Body. Proposed by MT and seconded by SW. | |  |
| **7.7 14/15** | **STUDENT GOVERNOR REPORT** | |  |
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|  | NH reported that they were aiming to improve the life of students at the College. Initial plans included:   * making the Welcome Day more exciting, and discussions had been held with the Principal * holding a Fresher’s Day * making the Students Union more well-known to students * to be included in the Prospectus * compiling a SU social calendar * opening the SU office 1-2 times a week so students could drop in. | |  |
| **7.8 14/15** | **UPDATE ON GOVERNOR TRAINING** | |  |
|  | **Governor training** SCut reported that two sets of Governor training had taken place; on 30th April and more recently on 18th June. The Principal had circulated the new dashboard, Governors knowledge had been tested on the QIP, and the Principal had looked at the impact of procedures and Governors took part in role-plays. Governors had demonstrated passion and an interest in the College.  SCut reported that there would be a new Ofsted framework from September, which was currently in draft format. A big change would be that short-notice inspection will take place on colleges previously rated as Good. These will be followed up by a fuller inspection, if a college was seen to be potentially outstanding or requiring improvement.  SCut noted that Reading UTC (University Technical College for 14-19 year olds) had recently been awarded an Outstanding rating, even without any published results.  **Feedback on EDI report** – as MK was not present, this item had been dealt with under Matters Arising.  Henley College Chairs of Committees – JL reported that this new initiative of meetings of all Committee Chairs had started with a meeting held on 18th June and attendees had received an update on the position of the College from the Principal. Chairs had been given Quality and Improvement (Q and I) training packs and had been asked to cascade the information down to their committee in the Autumn. Each individual Chair to arrange this asap. | | **All Chairs: LA, JL, MT, IMG, SW** |
| **7.9 14/15** | **PRINCIPAL’S REPORT**  **Applications Forecast**  The report contained a graph denoting final applications and enrolments 2012-14 and projected applications for 2015. As of June 2015, 1382 applications had been received. An additional Open Day had just been held on Saturday 27th June, but the impact of the day was as yet unknown.  JL added that as Chair, she had attended the Open Day. She had visited many classrooms and tried different exercises and recommended Governors attend in the future, to familiarise themselves with the College.  JL also reported meeting the Head Teacher from a school in Princes Risborough, who had been very impressed with the number of A-Level choices the College offered. The College looked at its best in the sun, and ice creams, lollipops and balloons were on offer. The college looked at its best in the sun, ice creams and balloons were on offer and various stalls by students.  JDav continued. The four partner school Heads have agreed for the College to send a key person out on results day, so pupils have the opportunity to talk to someone from the College as they receive their results.  NN added that an Open Evening was being held on 7th July, solely for students already offered a place at College. All Governors were invited to attend this event.  **Marketing Activities**  The report contained details of the many marketing activities currently taking place, including the bus advertising, social media campaigns and direct mail.  **General College News**  A list of some recent and future activities and events was given. An inset day held in June had provided training for all staff on good practice, Self-Assessment and Prevent Duty.  **Student News**  The new Student Union had been formed. Students had just finished completing the end of year satisfaction survey.  **New and Improved for September 2015 – intended impact**  This section provided a list of new procedures and services being introduced and existing procedures that had been improved, with their intended impact. New items included Middle Management coaching and a Talent Development Scheme.  LA confirmed that she had received several direct mail posts from the College. | |  |
| **7.10** | **THREE-YEAR FINANCIAL PLAN**  TS began by drawing attention to the six-page commentary, which summarised the situation the College faces. The falling student numbers this year, meant the College funding will be reduced next year. The College was not accepting a continued decline in numbers as an option. The Management Team had set targets to increase the numbers, by 125 students in two-year’s time. TS commented that when the College was full, it had 200 further students and an increase to this level would not stretch facilities. It was a challenging target to increase by 125, but not impossible. JDav added this would mean pushing the conversion rate to 62%, which was achievable.  TS continued that there were a number of cost drives. National Insurance and pension contributions were adding 4% to the college Payroll. SBis reported that 16-18 year apprenticeships had grown this year, but the College was still waiting for confirmation that funding would be received for this growth. The decision had been deferred to 8th July. TS confirmed that the College was currently owed £200,000 and could potentially lose £100,000 if this funding was not awarded.  The College was looking at a loss of £499,000 for the year. The Finance Committee was recommending that the financial plan is continued with, with the expectation that student numbers increase, to improve the financial situation.  MT asked if there was a committee looking at income streams. JDav reported that this is an area for discussion over the summer, with the incoming Director of Finance.  KH commented it was a difficult situation. However, if the College was “full to busting” with 1950 students, it was worth considering that it was proven that organisations working at over 90% capacity do not work as well. TS agreed, but commented that the buildings had been improved since then. KH then commented that the College was at a cost disadvantage to schools and academies. If so, the only option was to cut costs. A wide range of courses added complexities to the teaching, which ultimately could result in poorer teaching. The financial report summarised the situation very well, but did the College seem old-fashioned in comparison to academies?  SW said he would like to see a specific action plan that comes to each meeting. JDav confirmed that following the known student numbers, the plan was to introduce regular reports.  TS commented that previously the student numbers had been good, which had enabled a wide choice of courses to be offered.  SCut agreed that the College had always been at a cost-disadvantage to schools. Colleges had to keep their head above water by growing. There had never been quite enough money to change the capital strategy and felt that for the College to expand, a new building would be required.  JL added that she had met parents at the Open Day who were happy to send their children to an established college. KH clarified that he had not meant that the College was old-fashioned, more that there was lots of PR about new academies and the College needed to keep up.  NSau added that he was leaving to work at a private school. The facilities were actually better at the College, than the school he was going to, so it was important to sell the strong points of the College.  SJ noted that it was the first time the College was going into a deficit. They key thing to consider was how long it would take the ~College to get back into a surplus situation. The College needs to be aware of cost that were out of its hands. The Government had imposed cuts and everyone needed to consider what the new ‘normal’ would look like.  LA felt the student numbers were key. She had three children and had never seen so much competition for students. Shiplake College was currently handing out several bursaries. | | **Principal** |
|  | NH commented that she had friends who had only just met the entry requirements and felt that it would be beneficial to advertise BTECs as an alternative option.  JL asked the Student Governors if the College was perceived as old-fashioned.  NN commented that it was diverse, which felt modern.  NH added that she had chosen Henley College, due to its varied choice, the work experience opportunities and it was “free-er” than the schools her contemporaries attended.  KH clarified that he had not meant the College was old-fashioned, rather, less fashionable.  JWo asked why the College paid VAT. JDav explained that the Sixth Form College Sector has to pay VAT. A recent campaign had been run to ask for this to be changed. The Chair had also spoken to the local Member of Parliament on the subject. JWo asked if it was worth considering becoming a charity and SBis noted that VAT cost the College around £250,000 per year.  SW asked if there could be a report on Update and Action Plan; short-term, medium-term and long-term, on how to get out of the deficit. | | **Director of Finance/SLT?** |
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| **7.11 14/15** | **IMPROVING COMMUNICATION TO GOVERNORS** | |  |
|  | The Chair gave a quick round-up of the improved ways governors were now receiving information including:   * SARS * College Dashboard * Improved Principal’s Report * Governor Newsletter * Committee Chairs’ briefing   LA commented that the Chair’s feedback on the sector had also been a big improvement. |  | |
| **7.12 14/15** | **QIP AND SAR GOVERNOR’S QUESTIONS – CONTINUED FROM 21ST MAY** | |  |
|  | Governors had submitted questions, following presentations by the Principal and Deputy-Principal at the previous meeting.  These questions were contained within the report and were dealt with verbally in turn.  *Peter Le Conte*   1. **Ranking system***.* JDav commented that she was not keen to rank some areas over others; if it was in the QIP it was important. 2. **Apprenticeships.** SCut confirmed that the College really did focus on Apprenticeships and it had been an area of growth this year. As mentioned, the College was still waiting to hear if this growth would be funded. The College was looking to expand the Henley Training Company. 3. **Expanding and Local Authorities housing commitments.** JDav felt this was not really a QIP question, more a strategic issue, but a good point. It would be for the management team to look at medium-term and target areas as appropriate. JLov noted that she had attended a BIS meeting a few years ago. A representative from BIS will come if invited. Corporation Secretary to look into.   *Simon White* - QIP   1. **Structure chart linking to Vision and Mission.** JDav reported that she was working on a more visual representation of how Governors feed into strategy. JL has asked every Chair to consider how their committees impact on students, and how is it relevant to the College aims. 2. **EDI***.* SW had suggested a change to the wording on personal data collection and these changes had been take to the EDI Steering Group. 3. **CPD for non-teaching staff.** JDav confirmed that CPD had formed part of the recent inset day. All support staff have been encouraged to dedicate one day to CPD, in consultation with their line-manager. A CPD resource library has been set up next to the Principal’s PA office. It is well-resourced and Governors were invited to look at what was available. 4. **Dashboard. Terminology used for Survey.** SCut confirmed the wording could be changed. JBri had carried out some analysis on how students were progressing and spreadsheets containing this data were available to view.     Rick Holroyd – QIP   1. **Outcome for Learners.** SCut would be changing the feedback policy to incorporate into the assignment marking process, including for example the ability for students to feedback on how they found the assignments. JBri reported that he was requesting an external quality review next year. SCut then went on to comment that part of the process was advice and guidance, setting the right programme for the learner, as well as the marking. LA commented that there were some gaps in the diploma subject areas, they don’t always match the A-Levels. SCut confirmed that diplomas were not available in all subjects. NSau agreed with the Student Union President. He also spent time talking with parents about what a BTeC comprised of and felt these really needed selling. BTeCs might appear to be an easier choice but are often a better course, and, a strength of the College. 2. **Student tracking**. SCut reported that 4% of students were on the Autistic Spectrum and there were others with mental health issues. Parents needed to know that there were support mechanisms in place and tutorial functioned very well in this regard. However, the tutorial could be used more effectively for target setting and monitoring of student progress. NSau commented that some schools have a Pastoral Tutor as well. BRic commented that there were Upgrade Teachers available. JWo agreed that students would need someone to talk to they could trust. KH asked what drove the contact in tutorials. It was confirmed these were driven by the Tutor. There was always something to talk about. If there was a specific learning issue, Upgrade tutorials were available. 3. **Feedback form.** SCut reported that the whole point of the feedback form was to guide subject and course tutors through this system. It is a work in progress, but inconsistencies were being driven out.   Dashboard   1. **Lesson observations**. SCut reported that observations don’t tell the whole story. Marking/assessment and other evidence is looked at. JDav added that the College was moving to a more coaching and developmental scheme. 2. **Programme Leader coaching**. JDav reported that the College was moving to a coaching model next year. One to one coaching was very important to help Leaders who need it, to improve impact. SJ asked how this information was displayed visually, but JDav was unsure it was a dashboard question. 3. **Attendance**. SCut reported much better and faster information is now going to parents. The (student) disciplinary procedures have been tightened. Student attendance and retention are generally strongly performing areas.   The Chair then asked if there were any further questions. SJ asked about rag rating (red, amber, green). JDav said it would be possible to rag-rate progress, eg, green would mean this was where we want it to be.  JWo asked when the “Vision” was referred to, whose was it? JL confirmed that the Principal, SLT and Governors had produced it. It would not be changing with the new Principal. JL then thanked Governors for their input and encouraged further questions to be raised in the future. | | **Corp Sec** |
| **7.13 14/15**  **7.13/A** | **ALL COMMITTEE REPORTS AND OTHER RELATED COPROATION BUSINESS SINCE THE LAST MEETING OF THE CORPORATION**  **ACCOMMODATION STRATEGY COMMITTEE**  **Committee Report – Summer 2015**  A report from the Committee Chair was presented in Appendix 7.13/A.   * An update on the capital and maintenance projects planned for 2015 was given, including the refurbishment of R1 over the summer. * A five-year long term maintenance plan had been prepared and it had been agreed that external professional input would be beneficial, to review the condition of facilities, with costings on any works needed. * The committee had considered three confidential items, including the Paradise Road agreement, sale of land behind the youth centre and a security review. It was noted that the sale of land had a completion date of 31 July 2015. * The terms of reference had been reviewed and Committee self-assessment had been carried out.   *The revised Terms of Reference were proposed for approval by S Juthani and seconded by M Tritton.* | |  |
| **7.13/B**  **7.13/C**  **7.13/D**  **7.13/E**  **7.13/E**  **7.13/E** | **AUDIT COMMITTEE**  **Committee Report – Summer 2015**  A report from the Committee Chair was presented in Appendix 7.13/B.   * SW had been voted Chair at the last meeting and began by thanking I McGaw for his many years of service. * A suggestion to meet closer to the Risk Management Group had been made. * Two new internal audits had been carried out on the payroll system and student records system, with no significant issues. In addition an IT audit had been carried out recently with significant progress made. * The Radicalisation Policy had been considered – JL added that M Khaliel had offered to help with the preventing Extremism Policy. BRic had presented a Prevent Duty update to MK and JL. Other areas of risk were being considered. A College-wide Action Plan was due to be circulated in September. All staff to be briefed week beginning 7th September. * Approval of Buzzacott’s revised fees were recommended for approval. * The committee had carried out a self-assessment. There were no changes to the terms of reference. * Further members were needed on the committee   *The decision to approve Buzzacott’s fees for the next year was proposed by L Adams and seconded by J Wood.*  **FINANCE COMMITTEE**  **Committee Report – Summer 2015**  TS noted that the bulk of the committee business had been discussed and approved as part of an earlier agenda item.  Changes were suggested to the Premises Hire Charges for 2015/16, and to the Terms of Reference and Standing Agenda, which were proposed by J Wood and seconded by S White.  **EMPLOYMENT POLICY COMMITTEE**  **Committee Report – Summer 2015**  Staff Absence The committee Chair reported that the Director of HR and Professional Development had produced a detailed report on staff absence, which was included in Appendix 7.13/D for information. The report showed that the College’s annual absence rate to be substantially lower than the national average. The Principal had relayed this information to staff at a recent staff meeting.  JL asked if the Staff Support Forum had looked at the report on staff absence, but the Principal confirmed that the agenda for this group is set by the staff themselves.  Six Form College New Pay Framework Also attached for information and Corporation approval, was a report from the Director of HR, on the new Sixth form Colleges Association (SFCA) new pay framework. An initial transition cost of £35,000 had been estimated in moving staff on to the new spinal pay scale.  KH asked whether the College was obliged to follow the framework and BRic confirmed that the framework had been approved through Joint Agreement and was strongly advised. The new framework is closely aligned to performance and appraisal.  Terms of Reference and Standing Agenda Items were reviewed, but were to be considered at the next meeting of the committee, as the Director of HR and Professional Development was unable to attend the meeting and could not provide answers to questions raised.  A proposal to combine Remuneration and Employment Policy committees had been made by Governance and Search, and committee members were in agreement, but a changed suggestion was now to hold separate meetings, to follow each other.  The proposal to approve the Six Form College New Pay Framework was made by I McGaw and seconded by Keith Heron.  **COMMUNITY RELATIONS COMMITTEE**  **Committee Report – Summer 2015**  As there were no decisions for approval, the recent activities of the committee were noted. JWo noted that the meeting of the committee had taken place on Monday 23rd April, not Thursday 27th as the minutes stated. The minutes to be duly amended. JWo also reported that she was certain that her apologies had been offered for the meeting.  **GOVERNANCE AND SEARCH COMMITTEE**  **Committee Report – Summer 2015**  Succession Planning – it was reported that Stephen Forward, Parent Governor, would like to be considered for election to the Corporation as an External Member, as his Parent Governor position was coming to an end.  This was proposed by I McGaw and seconded by L Adams.  Ombudsman role – The Chair reported that I McGaw had served both a nine-year and six-year term as Governor to the College. This was a tremendous contribution, but the sector and Ofsted were now recommending shorter lengths of service for Governors. The current Ombudsman term was coming to an end in December and a replacement for this role would be needed. JL could not think of anyone with more relevant experience and skills to take on this role.  MT added that IMG had been an outstanding supporter of the College and proposed that Ian McGaw be appointed as Ombudsman. All Governors entitled to vote, voted unanimously.  Renaming of SSC – The Chair reported that the Strategy, Students and Curriculum would be known as Quality and Improvement from the next academic year.  Committee structure and draft schedule of meetings - The Chair reported that the committee structure and number of committees had been discussed in Governance and Search.  It had been suggested that Accommodation Strategy could become a working group, with a standing item on the Corporation agenda. It was proposed that a New Build Committee would be included in the schedule instead. This was queried by LA, the Chair of Accommodation Strategy who requested further input into the decision.  SW proposed an Accommodation Governor, who reported directly to the Corporation, with a committee that met when it needed to.  LA requested the opportunity to explore the decision further, following discussions with the Principal and others.  JL reported that the Principal had raised the issue of the number of committees at Governance and Search and that the schedule was still in draft format. Further discussion on the proposal could be held.  JWo expressed a preference for a committee-led group, rather than a cabinet-led group. This met with agreement with some Governors, who also felt the matter required further discussion.  JL said that the committee structure was being looked at, as the issue was being pushed by the sector and staff.  BRic felt that it was time to have a review of the reporting mechanism. Some reports needed to take a high priority, whereas some could be less regular or stripped out.  JL then went on to explain that the proposal to merge Remuneration and Employment Committee had been decided against. There was the potential for confidential papers to be viewed by members outside the committee, required to receive them. The proposal was now to hold separate meetings, but on the same day.  SBis asked that the draft date for the first Audit Committee be moved back by four weeks, to match up with Autumn audit activities.  Governor Away Day – JL invited all Governors to attend an Away Day on Tuesday 3rd November. Timings from 2.00 pm to 7.30 pm and the theme to be ‘Challenge and Impact’. Sessions would include results of the self-assessment Governors were asked to complete over the summer, skills sharing and a Board Action Plan. The venue to be confirmed, followed by drinks at the bar. Please diarise as all Governors are asked to attend.  Prevent Duty Training - the date of Tuesday 8th September at 4.00 pm was agreed. All Governors to attend if possible. Any not able to on that date, to attend a ‘mop-up’ session with BRic.  Code of Governance – A Code of Governance recently produced by the Association of Colleges (AoC) was tabled. All Governors were asked to read the document over the summer and make notes. It would be considered at the October meeting of the Corporation.  Terms of Reference – two changes to the TOR were proposed by  S Juthani and seconded by S White.  **REMUNERATION COMMITTEE**  **Committee Report – Summer 2015**  The Chair reported that the committee had approved and adopted the Senior Post Holder probationary forms and carried out two-month and six-month probation meetings with the Principal and Corporation Secretary.  Changes to the Terms of Reference were proposed by L Adams and seconded by S Juthani. | | **All Governors**  **All Governors**  **All Governors** |
| **7.14**  **14/15** | **GOVERNORS ROLE IN PROMOTING WELL-BEING IN THE COLLEGE**  SW gave a verbal report on the free training he and three other Governors had received. (MT, LA and JL). JL had been offered the training at no cost as it was a pilot. Not all of the content was relevant, but there were some interesting points about using data. LA reported that the College had a different demographic to those presenting the course. MT commented that the content had just related to students, not staff. There had been a heavy first-aid emphasis. Some points on SEN data were interesting. | |  |
| **7.15 14/15**  **7.16 14/5** | **2014/15 GOVERNOR SELF-ASSESSMENT AND CORPORATION STRATEGY SESSION**  Forms were to be circulated to all Governors as follows:  Assessment of self as Governor  Assessment of the Board  Assessment of the Chair.  All Governors were asked to complete the forms over the summer, the results of which would be used to inform the strategy meeting (Away Day) in November.  Governor Induction training – JL had updated the training information which was circulated at the meeting. It would be trialled with JWo who had not received an induction, as this had been lost in the transition process of the previous Corporation Secretary leaving. RVit and KH also reported that they had not received any training.  **ANY OTHER BUSINESS**  JL reported that the red front sheets were to change colour, to save the College money as this colour was not used by any other service. The red sheets would be yellow in future and the front agenda sheet would be pale blue.  NSau then offered his thanks to the Corporation for being given the opportunity to act as Governor for two years. It was a wonderful college and he would keep links with the College.  JL reported that a successful interview had been held earlier with a potential Governor, who would be invited to join the Governing Body. | |  |
| **7.17 14/5**    **7.18 14/5** | **CONFIDENTIAL ITEMS**  Confidential items are noted separately.  **DATE AND TIME OF NEXT MEETING**   * Prevent Duty Training – Thursday 8th September at 4.30 pm * Corporation Meeting Thursday 8th October at 6.00 pm | |  |
| **7.19 14/15** | **MEETING CLOSURE** | |  |
|  | The meeting closed at 9.30 pm | |  |

MINUTES of the meeting held on 29th June 2015 were agreed and accepted as a true and accurate record and signed by the Chair

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