



The Henley College Corporation

**MINUTES of the Meeting of the Corporation Committee
held on Monday 5 December 2016 at 18.00**

Members:		
Jasminder Love	(JL)	Chair
Caroline Atkinson	(CA)	Parent Governor
Tony Bellis	(TB)	Parent Governor
Satwant Deol	(SD)	Principal
Stephen Forward	(SF)	Independent Member
Sam Juthani	(SJ)	Independent Member
Mohammed Khaliel	(MK)	Independent Member
Peter Le Conte	(PLC)	Independent Member/Vice Chair
Eva Rickett	(ER)	Parent Governor
Sarah Rush	(SR)	Support Staff Governor
Mia Tiffon	(MT)	Independent Member
Martin Unsworth	(MU)	Staff Governor
Simon White	(SW)	Independent/Vice Chair
Jeni Wood	(JW)	Independent Member
Elanor Vickers-Claessens	(EV)	SU President
Craig Snelling	(CS)	SU Vice President
In attendance:		
Julian Brinsford	(JB)	Head of Faculty Humanities & Quality
Simon Cuthbert	(SC)	Deputy Principal
Beryl Richardson	(BR)	Director of HR & Professional Development
Kulbir Sethi	(KS)	Director of Finance
Jacky Gearey	(JG)	Corporation Secretary

Agenda Item	Minutes	Action by
2.1	Opening of meeting The meeting opened at 18.05 The Chair welcomed the new Principal to her first corporation meeting and Craig Snelling the Student representative.	
2.2	Apologies for Absence Apologies were received from: 1. Robyn Vitty – still on maternity leave 2. Beryl Richardson 3. Caroline Atkinson – business commitments The Chair advised the board of the following resignations: Rick Holroyd and John Aspinall. SW asked for a vote of thanks to be recorded for all their contribution as governors to the College.	
2.3	Declaration of Interests; No interests were declared.	
2.4	Minutes of the Meeting of 10 October 2016 Action: The minutes of the meeting held 10 October 2016 were unanimously approved by the Board	



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	Proposed.....	Seconded.....
2.5	<p>Matters Arising from the Minutes (including review of actions) Actions outstanding: JW asked for the following clerical amendment to be made: Item 2.21 - Replace The Henley "Chronicle" with "Herald". MT asked under: Item 2.18 - remove "on the Employment Policy Committee" as this was not referred to at the meeting.</p> <p>Marketing spend update As requested at the last Corporation meeting KS provided some details on the College's marketing expenditure in 2015/2016. KS went through the marketing and advertising expenditure for 2015/2016. The total expenditure for the year was just under £75k and included within this was the advertising expenditure of just under £31k. In addition, the marketing department carried out a very short survey with students recently to find out the main reasons for joining the college. The results were: 11 x Word of mouth 5 x College's reputation 15 x Subject choices The other comments made were:</p> <ul style="list-style-type: none"> • Unsure how easy it is to trace any of this spend to enrolments • More students join by word of mouth than responded to direct advertising which is not surprising given the demographics of the college's enrolments • It appears to be less about the money spent but how and where the college is seen • The website is a good investment, but since it was only operational towards the end of the 2015/2016 year its effect may only be seen in 2016/2017 • There were a lot of important interventions by admissions (for example: making an offer straight away, following up with those who had not responded, invites and interviews taking place throughout the whole summer and the willingness to take late applications) <p>Action: Marketing to be put forward to the next Corporation meeting</p> <p>SJ arrived at 18.30.</p>	<p>Corporation Secretary</p>
2.6	<p>Student Governor's Report EVC provided the following report to the governors: ATM - Students would like ATMs around the campus to withdraw cash for food payment in the canteen, particularly in Rotherfield as many students will not have time to walk into the town centre to withdraw money in between lessons. An alternative to this could be adding standard card payment to the canteen as students do not normally use their ID card payment system as it relies on the parent adding money. SW asked if SD would reply and she said she would outside of this meeting. SC said that they are speaking to parent pay and Chartwells (the food provider) as this issue had been raised before. KS said that Chartwells could adapt the tills to take debit cards at a low cost but that this would have to be agreed by Chartwells. SW said that he would look at the contract.</p> <p>Action: SW to look at the Chartwells contract in light of the above discussion.</p>	<p>SW</p>

Commented [A1]: Jacky, please call re 10th October minutes, and this section. Thanks.



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	<p>CS asked why prices in the vending machine are higher than through the till. SC said unfortunately those were the prices charged by Chartwells and the college had no control over that, SC did mention that if students did not have any money for food, the college can make a payment. CS said that the students were unaware of this.</p> <p>Gender Neutral Toilets – Students feel that to best accommodate all students an addition of gender neutral would be a great addition to the college. It also has been specifically requested by a large number of students. Students want designated toilets. SC said that this would be looked at but the college does consist of numerous old buildings and that to physically accommodate this request might prove constructively very difficult.</p> <p>Seating – Students have repeatedly requested more seating around the campus outside and also inside as whenever bad weather occurs there is not enough spaces for students to sit down at both campuses. The Chair asked if EVC had any ideas. SC said that seats in corridors posed health and safety issues for disabled access. Also as the campus had open access it was more than likely that outside people would use outside seating. The Chair said that the vision of a new college is on the horizon which hopefully would address some of the issues raised.</p> <p>Lockers – Students have requested there be lockers around both campuses that are available to rent for a year as many students, particularly A level students, struggle to carry around all their required resources for a day. The idea of a locker to rent was discussed. MK said that from a security aspect, lockers could cause problems in today's security environment and SC said that in the past they have had problems with vandalism. KS said that CCTV would need to be used.</p> <p>Action: KS to look at this at the provision of lockers and the security around this.</p> <p>Heating – Some students have raised an issue of central heating systems not working properly in some classrooms, particularly older ones. KS asked for specific rooms to be listed and given to him.</p> <p>Action: EVC to give KS a list of rooms with poor heating.</p> <p>CS referred to the payment method for printing at the college and asked why there was one account for food and the other for printing and that students would find it easier to use just one student card. SC explained that this had been historical, however SD said she would look at this.</p> <p>Action: SD to feedback regarding use of one payment card</p>	<p>KS</p> <p>EVC</p> <p>SD</p>
2.7	<p>Chair's Feedback from Student Leadership Group</p> <p>The Chair informed the Board that she had met with the Student Leadership group on 8 November 2016 wherein she:</p> <ol style="list-style-type: none"> 1. introduce the role of the Chair, the Board and its committees, 2. explain how the Student Union can influence the governors; and 3. explain how representation is as a consequence very important. <p>The Chair had asked the students if there was anything they wanted to share and that might assist in improving their experience at the college. They brought up the following issues:</p> <p>Swipe Cards: difficulty in using so wanted an alternative namely debit cards. Already discussed.</p> <p>Deanfield Canteen: felt cold drafts of air form the automatic doors opening. Nikki Hounsell had fed back to KS that a convector heater had been fitted to counter this.</p> <p>Healthier Food Options: wanted vegan options. The Chair had fed back to SC. Chair explained that pricing is subject to the supplier. SC said that Chartwells struggle to break even. MU said that the canteen at Rotherfield is open 2 hours longer than Deanfield. SD said that she would look at this.</p>	



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	<p>Action: SD to look at why the opening times of the Rotherfield site are longer than Deanfield. Shelters: students got wet when waiting for buses. Previously covered. Communal areas: insufficient areas to socialise in. Previously covered. Lockers: no where to store heavy text books etc. Previously covered. Timetabling: this had been already been fed back to staff – SC said that a longer induction week is planned for next academic year to go through the timetabling system.</p>	<p>SD</p>
<p>2.8</p>	<p>Training Input – Role of the Governor The Chair explained that she had recently attended an AOC run course on Leadership through Structural Change which was very useful. The following was discussed:</p> <ol style="list-style-type: none"> 1. Area Review - many colleges were told to merge and, within the group, had subsequently wished they had not, as the costs and reputation had not been considered at the time. 2. Transition unit – bid funds are available for those colleges wishing to merge, however they have to go through due diligence, which is costly, before they are in any position to apply for a transition loan. Note that this is only a loan. The panel that decides if you are even given this loan is made up of commercial banks who analyse your due diligence reports, and decide whether to even give you a loan. Both processes are costly, and require time – anything up to 2 or 3 years. 3. Standalone – 88 colleges have agreed to do this. This is important for Henley to realise it is not alone. <p>Post Area Review numerous governors and chairs have resigned. It was also evident that the role of the governor had got muddled between operational and strategic. The Chair said that the role of school governors was discussed within the training, and it was noted that this role is very different to that of the Corporation which is a legal entity in its own right. There was a brief discussion about the differing roles, and as an educational organisation, the government, the sector (DfE) and LEPs are the external pressures which business are not subjected to. Funding is through EFA and SFA. BIS has now gone. Help in the form of training and support, understanding post Area Review decisions is provided by the AoC and SFCA.</p> <p>The Chair then went through the slides attached for information explaining where the governor role is in the general scheme. ER asked for the information to be put on a slide and SD said that this would show the board's clarity of purpose.</p> <p>A comment was raised about the use of remote decisions and it was confirmed that these were sent out on rare occasions where no debate is required.</p> <p>CS and EVC left the meeting at 20.05.</p>	



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<p>2.9</p>	<p>Principal's Report As SD had only been in post since 28 November 2016, the then acting Principal SC gave the report.</p> <p>Enrolments and Applications The final ILR (Individual Learner Record) is not yet uploaded but it is likely that we will have 95 more 16-18 enrolments in 2016/17 compared with 2015/16. Because the second year is smaller (following a smaller first year last year) we have enrolled approximately 150 more first years (15% growth) which bodes well for next year as by far the majority are enrolled on 2 year courses.</p> <p>Julian Brinsford has done some initial analysis on the enrolments. Ratios of males to females are almost identical with last year (48% male 52% female). Ethnic diversity continues to rise with White British students at approx. 77% of the total enrolments (a fall of 0.7%). From a curriculum perspective, the largest increases in student enrolments were in vocational courses in IT, Engineering and Business. The elite sports programme has also grown and this year's Rugby trials are continuing to be popular.</p> <p>The lagged funding rules mean that we will receive more than £400k of additional EFA income in 2017/18 compared with 2016/17 and potentially £80k above target compared with our budget forecasts.</p> <p>This progress is continuing through this academic year with very good response rates to our two information evenings (in October and November). The last information evening was particularly busy with over 1300 people signed up (and subsequent traffic queues in Deanfield Avenue!)</p> <p>Overall, we have approximately 300 interviews already booked and this is 100 greater than this time last year.</p> <p>Alongside marketing events at a variety of different schools the College also ran a partner school taster day in November which was well attended by the pupils of Chiltern Edge, Gillotts, Icknield and Langtree Comprehensive schools (this ran in parallel with a stretch and challenge event for their year 9 pupils).</p> <p>Apprenticeship Fair This was held on November the 24th in Rotherfield Hall. Recent talks to parents have emphasised that future degree level apprenticeships link well with our A level, BTEC and existing apprenticeship offer. This year the college is targeting 2 new apprenticeship Engineering programmes (one at level 2 and one at level 3) to start after April.</p> <p>Recent Events One of the highlights of the term was the diversity event, organised by Beryl and which received enthusiastic backing from staff and students alike. Recently Simon White passed a quote onto the College from one of our ex-students (Mitch Price) who Stonewall magazine reported as saying, "When I moved to The Henley College to study my A-Levels, intolerance and bullying were replaced by diversity and acceptance". The article was handed out to all governors. This is a critical success factor and we are presently applying to renew our Leaders in Diversity status; Beryl Richardson is leading on this.</p> <p>Other areas covered included: various talks and events held at the College (including a production of Grease on 7th December to which all governors were invited), educational visits, and upcoming visits.</p> <p>Action: Events calendar to be sent to all governors. The Chair and the Board wanted a vote of thanks to be recorded for all SC's hard work and professionalism during the interim process of the previous Principal leaving and the recruitment of the new Principal</p>	<p>Corporation Secretary</p>
<p>2.10</p>	<p>QSP item (i) QSP Minutes: The Chair apologised for the late despatch of these minutes but she had been ill over the past week so had only just completed them; she re-iterated the fact that they are now</p>	



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	<p>required to be read fully so that every member of the Board is completely up to date with all the teaching learning and assessment issues for the academic year. If there are any questions on these minutes they are to be sent to the Corporation Secretary who will forward them on to the Chair for comment.</p> <p>The importance of QSP minutes is such that the chair of the QSP should not precis these minutes with a short report, but indeed encourage all the corporation to read the minutes as a whole, to both ensure all members are updated with our teaching and learning.</p> <p>Action: Corporation Secretary to send the minutes for the QSP meetings onto the Board once approved. This will be ongoing.</p> <p>(ii) QSP Terms of Reference These should have been approved at the last Corporation meeting in the summer. The board unanimously approved the QSP ToRs. SW said that under Provision for Remote Decisions remove "mutafis mutandis" as this was no longer required as it was a medieval Latin phrase meaning "the necessary changes having been made" or "once the necessary changes have been made".</p> <p>Action: The board unanimously approved the ToRs</p>	<p>Corporation Secretary</p>
<p>2.11</p>	<p>Feedback on Induction Training Folder The Chair had reminded the Board that they had been sent an email on the 8 November 2016 by the Corporation Secretary asking for any comments on the induction folder that they each had been given. This would include any items to be added or amended.</p> <p>The Corporation Secretary said that she had not received any replies to her email – the assumption being therein that the folder did not need to be revisited this academic year apart from the usual amendments involved with staff/governor changes to committees.</p> <p>ER asked if there could be the addition of what a link governor was, their duties and the SAR template. TB asked for all the information to be put onto the governor website. The corporation Secretary said that having looked at the outstanding colleges none of them had put induction information on their website and because of the amount of information this would not be a good idea. SD mentioned that this could be accommodated perhaps in the future with the governors Portal.</p> <p>Action:</p> <ol style="list-style-type: none"> Corporation Secretary to add to the Induction folder information regarding the roles of Link governors together with the SAR template Corporation Secretary to speak to IT regarding a governors portal 	<p>Corporation Secretary</p>
<p>2.12 (a)</p>	<p>Committee Summary Reports: All governors had been sent the various committees' sets of papers that had been sent to the Corporation Secretary in time for posting thus enabling the governors to read them thoroughly. If any governor had any questions they were to be sent 4 days ahead of the meeting to the Chair of the Corporation so that a response could be made. The Corporation Secretary confirmed that there had been no emails on any of the reports listed below except from PLC regarding audit and the risk register (ii).</p> <p>Audit Committee – covering:</p> <ol style="list-style-type: none"> Committee Summary Report Autumn Term 2016 – SF had been unable to provide the report due to ill health so gave the following summary verbally. Financial Statement Auditors – Buzzacott <p>(i) Draft Report and Financial Statements 2015/16</p>	



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KS prepared a report for the Finance Committee with regard to the College's £5m cash in hand and its best investment options.

KS to ascertain if SGH MARTINEAU still represented the best option as College solicitors given their remote location in Birmingham. The Chair said that the AoC had advised that it was better to use law firms out of the community area rather than local firms.

(ii) Post Audit Management Report 2015/16 (including Regularity Audit)

No significant issues. The report had been taken forward to this meeting for approval.

Internal Audit Services

The College normally has 2 internal audits per year performed by Buzzacott. The budget for 2016/17 is £3,000 plus VAT for each. Although these had highlighted some relevant issues in the past, it is believed that it would be beneficial for a very detailed benchmarking exercise to be undertaken which compares the College's performance with other colleges, not just in terms of finances but also considering space and staff utilisation, the income mix and a range of other measures. The college needs to look at ways to do things differently and to know what other FE colleges are looking at; also, with a new principal coming into post we need to have a new baseline.

KS to proceed with the due process for selection of an organisation to undertake benchmarking of the College, to be selected by the SLT panel.

Risk Management

SLT Risk Register Update

The revised Risk Register appears to be more robust and meaningful, and SF will address the matter of preparing an overarching Governors' risk register at the Governors' Away day on 13 December 2016.

The SLT Risk Register had identified security as the number one risk. Sometimes there are risks that cannot be mitigated in a short timeframe; security is one of those areas.

However, the College has a good process to which the staff is wholly dedicated with regard to keeping students safe. TB asked about the recent abuse scandal to do with sports clubs and SF said it was addressed in the register under safeguarding.

SF provided brief details on the three phase security plan but said it was dependent on the detail required e.g. access to Deanfield, CCTV etc but this would include a policy change. The Chair asked for this to be brought forward to the next Corporation.

- ii. Risk Register as at November 2016 – the following questions were raised by PLC for comment.
 - (a) Social Media: It might be prudent to add additional risks, specifically: grooming; radicalisation and blackmail. The last risk has been covered extensively in the national news over the last month.
 - (b) Ofsted: The sentence describing the risk is overly long and does not make sense. Please can we break it down into sensible sentences or re-draft so that it is clear.
 - (c) Student Behaviour: replace hyphen between "externally-will" with a space.
 - (d) Home to College Transport: There is a risk that the cost of coach travel has become unaffordable for some students and their families.
 - (e) Full-time Enrolments: In the control and mitigation section, please replace "keep applicants warm" with "maintain applicant interest"
 - (f) Area Reviews: In the control and mitigation section, should the dates be 2017 and not 2016?

All of these questions were viewed as operational and not strategic so did not come under the governors' responsibilities.

- iii. Risk Management Group Annual Report 2015/2016 – there were no questions
- iv. Health & Safety – Annual Report 2015/2016 - The report was in draft and for information. TB asked where the figures were, KS they had been omitted and but would be sent onto all governors.



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	<p>Action: KS to send the figures to all governors</p> <p>v. Internal Audit Report – this had been removed from the agenda as this item was replicated</p> <p>vi. External Audit – Post Audit Management Letter 2015/2016 - The Post Audit Management Letter was nominated for approval by unanimously Proposed...PLC Seconded...SJ...</p> <p>vii. Annual Report of Audit Committee – there were no questions. This reports goes to the EFA. Approved by the Board. Proposed: SW and seconded: SF</p> <p>viii. The new Chair of Audit was Stephen Forward and the Vice Chair to be advised although Jeni Wood's name was mention. This was to be confirmed.</p> <p>(b) Finance Committee – covering: Committee Summary Report – Autumn Term 2016 – the original summary sent out had some inaccuracies, however a revised sheet was handed out and SJ went through this. Report and Financial Statements 2015/2016 – the college retains its outstanding financial status for 2015-2016. In 2016-2017 and 2017-2018 the College will go down to good before returning to outstanding in 2018-2019. There were no further questions. The Chair asked that as Lloyds had been identified as being vulnerable were the college's funds reasonably secure, SJ said that as secure as any bank could be at the moment. There were no further questions.</p> <p>ix. Financial Statements – JW pointed out that on page 16 SF was reappointed in 2015 and not 2013. There were no questions and the Financial Statements 2015/2016 were approved: Proposed...JW... Seconded: MT...</p> <p>Action: KS to amend the document on page 16 to show the above amendment.</p> <p>x. Student Union Accounts 2015/2016 - The SU Accounts were nominated for approval: Proposed...JW... Seconded...MU...</p> <p>xi. The Chair of the Finance Committee is Sam Juthani and the Vice Chair is Peter Le Conte</p> <p>xii. Report on the Use of the College Seal. The Corporation Secretary presented a report on the authorised use of the College Seal since the last meeting in December 2015. This report is provided as a safeguard against potential fraud. The Seal was applied on 24 April 2016 to the Surrender of Lease of Land near Deanfield Avenue, Henley-on-Thames, Oxfordshire. Apart from this there was no other usage of the seal for 2015-2016.</p> <p>xiii. The financial Procedures – there were no questions and the report was approved: Proposed...JW... . Seconded...SW... The board asked for a vote of thanks to KS and Debbie Lindsey for an excellent report.</p> <p>(c) Employment Policy (EP) Committee – covering:</p> <p>xiv. Committee Summary Report – Autumn Term 2016 – there were no questions.</p> <p>xv. Staff Training & Development Report 2015-20165 – there were no questions.</p> <p>xvi. Annual Staff Turnover 2015-2016 – there were no questions</p> <p>xvii. Report on SFC Appraisals and New Pay Framework – there were no questions.</p> <p>(d) Prevent Duty Committee – covering:</p> <p>xviii. Committee Summary Report – Autumn Term 2016 – there were no issues to report on. The Chair said that following the Prevent committee meeting that</p>	<p>KS</p> <p>KS</p>
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	<p>had taken place just prior to the Corporation meeting that evening that Prevent was going to be embedded in all Corporation and committee agendas due to its high visibility.</p> <p>QSP Committee – All governors are now to receive these minutes.</p> <p>There were no reports on the following as they had been covered off at the Corporation meeting 10 October 2016.</p> <p>Stakeholders Engagement Committee – no report as this meeting had not been held in the Autumn term but scheduled for January 2017.</p> <p>Governance & Search Committee Summary report previously made to Corporation on 10th October 2016</p> <p>Estates Strategy Committee Summary report previously made to Corporation on 10th October 2016</p> <p>Remuneration Committee – covering: Summary report previously made to Corporation on 10th October 2016</p>	
2.13	<p>New Build committee The Chair said that this was not a committee but a Task and Finish Group and had been agreed in the previous academic year but prior to the Area Review. As the latter was now completed it was imperative that with the core strategy to build a new college, and this group must be resurrected.</p> <p>Action: SW to circulate the ToRs for this group which he had originally drafted and send to all board members</p>	SW
2.14	Proposed Three Phase Security Plan – covered under Audit committee summary update	
2.15	<p>Board Self-Assessment Feedback The Chair and the Corporation Secretary are still collating the feedback and will report back at a later meeting. The self-assessment forms that were sent out will be looked at and changed for the following year.</p>	
2.16	<p>Feedback from One Eighty Event – Oxford University 17 October 2016 – As BR was away this would be covered at a later meeting.</p>	
2.17	Feedback on Leadership Structural Change post Area Review – Was fed-back above. Please refer to Agenda Item 2.8, item number 2.	
2.18	<p>AoC Conference Feedback The Chair, SD and SC had attended the AoC Annual Conference 14 – 17 November 2016. SD said it was a very good event with information on Apprenticeships and that there had been discussion about the possibility of the re-emergence of polytechnics. There was a strong preference for students to go through an apprenticeship scheme towards a degree. SC said that one of the most interesting presentations was on the funding of the Level 1 provision and the transition from level 1 to level 2.</p> <p>The Chair said that there had been several good presentations one of which was on governance which she felt would be useful for all governors to read.</p> <p>Action; Corporation Secretary to send A Compendium of Thinking Innovative Governance in FE and Skills Sector.</p>	Corporation Secretary
2.19	<p>Items to be taken forward to next Corporation meeting:</p> <ul style="list-style-type: none"> • Marketing • Three phase security plan • Prevent Duty item for all future meetings 	Corporation Secretary

