



## The Henley College Corporation

**MINUTES of the Meeting of the Corporation Committee  
held on Monday 23 January 2017 at 18.30**

<p><b>Members Present:</b></p> <p>Satwant Deol (SD) Principal          Stephen Forward (SF) Independent Member          Peter Le Conte (PLC) Independent Member/Vice Chair          Eva Rickett (ER) Parent Governor          Mia Tritton (MT) Independent Member          Martin Unsworth (MU) Staff Governor          Simon White (SW) Independent/Vice Chair          Jeni Wood (JW) Independent Member</p> <p><b>In attendance:</b></p> <p>Tristan Arnison Head of Faculty Art          Julian Brinsford (JB) Head of Faculty Humanities &amp; Quality          Simon Cuthbert (SC) Deputy Principal          Lynn Jenkins (LJ) Head of Faculty          Kulbir Sethi (KS) Director of Finance          Jacky Gearey (JG) Corporation Secretary</p>	
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Agenda Item	Minutes	Action by
3.1	<p><b>Opening of meeting</b></p> <p>The meeting was opened at 18.00 by the Vice Chair Simon White who explained that he would be chairing the meeting as the Chair, Jasminde Love had just resigned due to health and personal circumstances. In addition Caroline Atkinson a parent governor had also just resigned due to ever increasing work commitments.</p>	
3.2	<p><b>Apologies for Absence</b></p> <p>Apologies were received from:</p> <ol style="list-style-type: none"> <li>1. Robyn Vitty – still on maternity leave</li> <li>2. Mohammed Khaliel – out of the country</li> <li>3. Sam Juthani – ill</li> <li>4. Beryl Richardson</li> <li>5. Sarah Rush – family circumstances</li> <li>6. Tony Bellis - ill</li> </ol>	
3.3	<p><b>Declaration of Interests;</b></p> <p>No interests were declared.</p>	
3.4	<p><b>Minutes of the Meeting of 5 December 2016</b></p> <p>The Vice Chair apologised that the minutes of the meeting held in December had not yet been approved by the departing Chair due to the Christmas break and her subsequent illness but would be ready for the next meeting in April.</p> <p><b>Action:</b></p> <p><b>The minutes of the meeting held 5 December 2016 to be reviewed by the departing Chair Jasminde Love for the next meeting in April 2017</b></p>	<p><b>Jasminde Love</b></p>



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3.5	<p><b>Matters Arising from the Minutes (including review of actions)</b>                  Item 2.5 – Marketing is now covered off under the Principal's report.                  Item 2.12 (a) The accident statistics which went to the Health and Safety committee but had been omitted in error to the Audit committee and hence the Corporation Board had been sent to all governors for information.                  Other actions will be minuted in the next meeting due to a change of circumstances</p>	
3.6	<p><b>Student Services Presentation</b>                  Kathryn Caulfield (KC), the Head of Student Services and Safeguarding Lead gave a presentation on her role and the Student Services department. The talk covered the following areas:  <b>Personal development, behaviour and welfare</b> under which the following were part of: support and contribute to the tutorial programme; safeguarding and mental health support; extra-curricular events and activities; counselling and listening service; one to one meetings with vulnerable students and parents; identification of vulnerable students, management of safe places and communications with staff regarding student needs; host families; responsibilities for tutor groups in place for vulnerable, safeguarded, at risk, students.  <b>Careers and Employability</b> – careers hub; work experience and employer engagement; UCAS support; progression support – employment /apprenticeships; one to one interviews; personal tutor support; employer passport; talks and events.  <b>Aim High Programme – gifted students</b> covering: Oxbridge co-ordinator; half term meetings held for gifted students; Learnzone area with support, guidance and links; students identified at enrol; students identified at enrolment and personally invited to events – although talks offered to all.  <b>The Student Experience</b> – student leadership forum (covering first year students); student union (elections in April); student newsletter and termly parent newsletter. SD said that the Mayor had been very impressed when he had met them and intends to meet with the student leadership on a regular basis.  <b>Others functions</b> – library and student learning centres; reprographics; transport – college coaches; bursary and financial support; Welcome Day/Freshers fair; student handbook. JW voiced concern about the amount of mental health issues and asked if KC could identify why? KC explained THC's challenges mirror those across the country and explored some theories as to the rise, including changing levels of resilience. MT asked if self-harming was categorised as "at risk" KC said that this is a safeguarding issue.                  The Vice Chair thanked KC for a very informative talk and on behalf of the governors expressed his appreciation for everything she and her team did for the College.</p> <p><b>Prevent &amp; Safeguarding Update</b>  <b>Item 3.12</b>                  In BR's absence KC as Head of Student Safeguarding provided the Prevent and Safeguarding update under item 3.12. There were no prevent cases to report this academic term. A Prevent operations meeting is to take place on the 1 February 2017 and governors will receive an update after that.                  JW asked about the training for low level mental health. KC said that all staff were kept up to date with training on this. KC said that the listening and counselling service, funded by the students union which had been so useful and which had cost £13,000 over two years, would be stopping next year due to budget constraints.</p>	
3.7	<p><b>Governance &amp; Search Update</b>                  The Corporation Secretary briefed the Board on the latest recruitment procedures for new governors, which had been discussed at the Governance and Search meeting in January 2017. With the recent resignations of Caroline Atkinson and Jasminde Love there were 7 vacancies for governors.</p> <ol style="list-style-type: none"> <li>1. SGOSS had been contacted and had already sent the name of a potential applicant. This had been sent to the Chair of the Corporation</li> </ol>	





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	<p><b>The Board approved the Code of Ethics (iv) Report of College Ombudsman.</b> The Ombudsman confirmed that there were no complaints for the academic year 2015-2016.</p> <p><b>Action:</b> <b>The Board approved the Annual Report from the Ombudsman</b></p>	
3.8	<p><b>Principal's Report</b></p> <p>The Principal's report is a summary of the key issues as of January 2017: enrolments, apprenticeships and college events.</p> <p><b>Enrolments</b> - The figures in a historical context show:</p> <ul style="list-style-type: none"> <li>• Steady decline from October to January, but this is a historical pattern with students withdrawals in the first term</li> <li>• Numbers are still well above levels of the past two years</li> <li>• Percentage against targets are still highest achieved in 5 years</li> </ul> <p>The Yr2 A Level retention has improved on last year, Yr 1 A Level slightly worse, and the rest are of a similar pattern to the previous years.</p> <p><b>Apprenticeships</b> - Since the new financial year (Aug 2016) 67 new 16 - 18 learners and 64 new 19+ learners have enrolled plus the College is working with 340 work-based learners. Regarding the Apprenticeship levy, the Principal has had two meetings with new employers and has been asked to tender for both. Three meetings are scheduled in the next 2 weeks and marketing is still taking place. The College has increased numbers on Higher Apprenticeships and it is waiting to see if it has been successful for the tender to go on the new register of apprenticeship organisations.</p> <p><b>College Events</b> – these covered the following: the students meeting the Mayor which had been very successful in showcasing the students; two alumni with other members of their band Sundara Karma returned to the college to perform for the students; a hit for "Grease"; student successes Nathaniel Tegg won the Marsh Archaeology Award for Young Archaeologist of the Year; over 47 awards were given out at the College's Education Awards in December to students nominated for having made exceptional progress in their subject areas; various sporting successes including in rowing and rugby.</p> <p>Marketing – the Principal outlined the activities achieved in the Autumn term 2016 and those planned for the Spring term 2017 some of which included:</p> <ul style="list-style-type: none"> <li>• Sponsorship of Radio Show</li> <li>• Online applications to go live</li> <li>• Attendance at 15 careers events (16 for apprenticeships)</li> <li>• In house interviews at 3 Partner Schools (Chiltern Edge, Gillotts &amp; Icknield)</li> <li>• Public Lecture from ex-student who has returned to the charity the College worked for when he participated in the World Challenge Expedition</li> <li>• Updated Website including regular news updates for subject areas</li> <li>• Introduction of Instagram for Art Department use and Increase of social media use</li> <li>• Preparation of new literature for apprenticeship levy and new standards for apprenticeships</li> <li>• Preparation of September 2017 part-time prospectus.</li> </ul> <p>Before the Principal's went through the presentation which she had given to staff at the beginning of term she went through the Vision statement which was now asked to be reviewed after the governors away day in which it was then decided as "World Cass Learning for all". PIC then offered that the working/operational strapline within the College</p>	



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	<p>be: "World class learning and achievement for all" establishing the position and for internal use to get the staff on board. The glossy strap line to be discussed later but needs to be short.</p> <p>The Principal then went through the following:</p> <ul style="list-style-type: none"> <li>(i) the Principal's beliefs: in that everyone should be part of learning; developing people; entrepreneurial attitude and women in STEM</li> <li>(ii) The Henley College 2016-18 - an outstanding college, financially secure and fit for the future.</li> <li>(iii) The critical success factors were: 1. academic excellence through high quality and consistent teaching, learning and assessment; 2. robust and responsive data collection and quality monitoring; 3. Growth through innovation, co-creating sustainable futures with individuals, entrepreneurs, businesses and communities.</li> <li>(iv) Growth targets 2017-18 – learners numbers up by 180, apprenticeships £500,000 and STEM £1.3m for March 2018.</li> <li>(v) Finances 2017-18 – breakeven: deficit this year equalling £500,000-£600,000. Review the efficiencies across the college.</li> <li>(vi) Action plan – build on excellence; InGenius – innovation hub; effective communication and marketing plan; digital futures strategy; future-proofed infrastructure; promote partnerships in the community and beyond; recruit and retain high quality, empowered and pro-active staff; provide strong and confident leadership and management.</li> <li>(vii) Using all of the above the acronym CREW – creative, resilient, excellent and work ready.</li> <li>(viii) The Principal looked at the local communities and identified the skills opportunity by county: (a) Berkshire: digital technologies business and finance, science and engineering; (b) Buckinghamshire: creative, business and finance, digital technologies; (c) Oxfordshire: (a) science and engineering, education creative.</li> <li>(ix) PCAT: professional, creative, academic achievement and technical Skills passport showing a stamp for every skill</li> <li>(xi) Mission: inclusive and enriching environment; inspirational an academic excellence; culture of growth, innovation and dynamism</li> <li>(xii) Core values: integrity, diversity, aspiration, inclusivity, respect</li> <li>(xiii) Income to go from £10m to £20m.</li> </ul>	
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3.9	<p><b>Curriculum Self-Assessment Reports</b></p> <p>SC explained why all the Heads of Faculties were present at the Corporation meeting and that the SAR reporting process involving the link governors is to be reviewed soon to provide better feedback. He said that although it was a very useful process it needed to be more focussed and that the process was in essence a process of retrospection – looking at how things have gone. SC then went through a presentation covering:</p> <p><b>Ofsted Guidance:</b> inspectors should consider whether governors or those in a similar role know the provider and understand its strengths and weaknesses and also support and strengthen the prover’s leadership and contribute to shaping its strategic direction.</p> <p><b>Programme SAR report aims:</b></p> <ol style="list-style-type: none"> <li>1. To look back to outcomes that were achieved</li> <li>2. Review the quality of teaching learning and assessment including enrichment, diversity, learner voice, employability, literacy and numeracy</li> <li>3. The governor link aspect is viewed as a critical friend challenging the quality of the statements and the evidence provided plus it provided governors with a more in depth knowledge of a programme area to aid future discussions.</li> </ol> <p><b>The SAR Report template:</b></p> <ol style="list-style-type: none"> <li>1. Provide relevant questions which reflect the questions that are asked during inspection</li> <li>2. Keeps the discussion focussed on the primary task</li> <li>3. Provides context and depth to the overall college SA</li> </ol> <p>However, SC reiterated that Governors are not performance managing the programme leader (PL) or the area they are reviewing.</p> <p>In summary after looking at all of the reports across the curriculum areas the common strengths and problems were identified in the main as:</p> <p><b>Common strengths:</b></p> <ol style="list-style-type: none"> <li>1. Most programme areas have at least one subject or course that is performing well</li> <li>2. Overall vocational course perform strongly</li> <li>3. Attendance is uniformly good or better in almost all cases</li> <li>4. Workshops are highly valued and used effectively by most areas</li> <li>5. Good feedback to learners and widespread use of surveys to inform action planning</li> <li>6. Good examples of additional activities/enrichment which enhance learning</li> <li>7. Positive feedback on the teams and the PL/Head of Area.</li> </ol> <p><b>Common problems:</b></p> <ol style="list-style-type: none"> <li>1. Most areas have at least one underperforming subject in ALPS (almost always at A or AS level)</li> <li>2. Achieving high grades and supporting the most able</li> <li>3. Level 2 exams for BTEC courses</li> <li>4. Getting students to prioritise GCSE can be difficult</li> <li>5. Some work experience issues – but in the context of greater access and much better careers and employability support</li> <li>6. A mix of resource issues which mostly relate to capital investment (especially in Engineering, Art and CMA) but also e.g. for GCSE, tutorial, time for training and EHCP</li> </ol> <p>It was agreed that the role of the link governor needed to be discussed at the next QSP. A meeting between SD, SC, Heads of Faculty (HoF) and the vice chairs to discuss this before the QSP meeting to be arranged in order to get the best feedback about this role and the requirements going forward.</p> <p><b>Action:</b>  <b>Role of Link governor to go on to the QSP agenda</b>  <b>Meeting with SD, SC, HoF and the Vice Chairs to be arranged to discuss role and requirements of link governor and the development of the SAR process.</b></p>	<p>Corporation Secretary/PAs</p>
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3.10	<p><b>STEM Centre update</b></p> <p>The Director of Finance provided the Board with an update on funding bids for a STEM centre and the process to appoint an external consultant to create an estates strategy. KS explained that a bid of £200k to the Berkshire LEP required the Board to commit to the overall College funding requirement of a STEM centre before the bid is submitted. Therefore, the Governors were now being asked to confirm that the College intends to build a STEM Centre at a cost of £3.3m with a contribution from the College of £2.1m.</p> <p>There followed a lengthy discussion on this as to the information the Corporation would require in order to come to a decision, including the need for a business case and a wider estates strategy, the change in the proposed level of contribution from OxLEP and the timing of both funding bid. KS noted that an interview panel to appoint an estates consultant is to be held on Monday 30<sup>th</sup> January. The Corporation agreed that it was unable to approve the request to commit to £2.1m towards a STEM centre as it had not received sufficient information to come to a decision.</p> <p>It was decided that the following courses of action were to be taken:</p> <p><b>Action:</b></p> <ol style="list-style-type: none"> <li>1. <b>SD, KS, PIC and SW to talk to the LEPs to explain Corporation's current views and so seek some flexibility on timing,</b></li> <li>2. <b>KS to push appointed estate consultant for a STEM business case as soon as practical</b></li> <li>3. <b>Once further information is received from the LEPs and the timeline for producing a business case and estates strategy are clearer, further information to be circulated to the Corporation and an Extraordinary Corporation to be called in due course.</b></li> <li>4. <b>PIC to speak to Jasminde Love regarding any additional information that she may have received from external agencies/other providers regarding the issue of funding.</b></li> </ol>	<p>SD/KS</p> <p>KS</p> <p>KS</p> <p>Corp Sec</p> <p>PIC</p>
3.11	<p><b>Stakeholder Surveys</b></p> <p>Due to insufficient time this item was postponed until next meeting. All members to retain the papers sent to them regarding this.</p>	
3.12	<p><b>Prevent &amp; Safeguarding Update</b></p> <p>Covered under item 3.6.</p>	
3.13	<p><b>Items to be taken forward to next Corporation meeting:</b></p> <ul style="list-style-type: none"> <li>• Role of link governors and SAR process</li> </ul>	<p><b>Corporation Secretary</b></p>
3.14	<p><b>Were the items on the agenda relevant to the vision, mission and strategy of the college?</b></p> <p>It was decided that this item is to be removed from all future agendas of all meetings as it was not sufficiently quantifiable though the Corporation noted the importance of ensuring that these three guiding documents of the College be part of the fabric of all the Corporation does.</p>	
3.15	<p><b>Any Other Business</b></p> <p><b>Election of Interim Chair of the corporation:</b></p> <p>As the Chair of the Corporation had resigned that evening, it was necessary to nominate an interim Chair. The Vice Chair asked if anyone wanted to put themselves forward for this role, and PIC confirmed that he would. There were no other nominations, it was put to a vote and was carried unanimously that PIC would be the interim Chair pending the nomination of a permanent Chair.</p> <p>The Vice Chair asked for thanks to be recorded to the following:</p> <ol style="list-style-type: none"> <li>1. Jasminde Love for all her contributions during her tenure as Chair both of the Corporation and various sub committees especially in light of the Area Review and Principal recruitment in 2016. A farewell gift is to be purchased in recognition of this from voluntary contributions from the Board.</li> </ol> <p><b>Action:</b></p>	

