

## The Henley College Corporation

### MINUTES of the Meeting of the Corporation Board held on Wednesday 20 June 2018 at 18.00

<p><b>BOARD PRESENT:</b> Gavin Brooks Catharine Darnton Satwant Deol Stephen Forward Trevor Watkins David Welch Jeni Wood Carole Wright</p> <p><b>STUDENT:</b> Grace Noble Natalia Demarchuk</p>	<p>Independent Partner School Head Principal Independent Independent /Vice Chair Independent Independent Parent Governor</p> <p>Student Union Student Union</p>	<p><b>STAFF:</b> Martin Unsworth      Teaching Staff Robyn Vitty            Support Staff</p> <p><b>CLERK:</b> Jacky Gearey</p> <p><b>SLT BY INVITATION:</b> Julian Brinsford      Head of Faculty &amp; Quality Manager Simon Cuthbert      Deputy Principal Eva Dixon              Interim Director of Finance Mala Rajput            Director of Business Development</p>
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Agenda Item	Minutes	Action by
5.1	<p><b>Opening of Meeting and Welcome</b> The meeting opened at 18.03. In the Chair's absence due to ill health the Vice Chair welcomed Carole Wright another of the three new parent governors and the two new student governors to their first meeting and asked the Board to introduce themselves. The chair also explained that as the head of Student Services had to leave earlier items 5.7 and 5.8 would be taken ahead of the Principal's report.</p>	
5.2	<p><b>Apologies for Absence</b> Apologies had been received from:</p> <ol style="list-style-type: none"> <li>1. Peter le Conte</li> <li>2. Eva Rickett</li> <li>3. Sarah Rush</li> <li>4. Simon White</li> </ol>	
5.3	<p><b>Declaration of Interests</b> There were no declarations of interests.</p>	
5.4	<p><b>Minutes of Previous Meeting</b> (i) Corporation meeting of 21 March 2018 <b>Resolved: the Committee agreed that the minutes were an accurate record of the meeting of 21 March 2018 and the minutes were signed by the Chair.</b></p>	
5.5	<p><b>Matters Arising from the Minutes</b> There were no matters arising.</p>	
5.6	<p><b>Principal's Report</b> The Principal gave her report drawing attention to the following:</p> <ul style="list-style-type: none"> <li>• Acceptances are 200 down – given the propensity of students to make multiple and sometimes speculative applications, success in enrolment will be to ensure that any potential students attend enrolment. This is the focus of the marketing strategies over this term and during the summer especially around GCSE results day including setting up a call centre for GCSE for the first year to pick up late applicants. The Partner School Head said that visits from a College Head of Faculty had been useful in the past and would be so again on GCSE results day.</li> <li>• The re-introduction of an end of year newsletter to parents and new applicants.</li> <li>• Government tables have confirmed that the College is in the top 8.6 % in the country for maths value added and top 2% for art and computing value added.</li> </ul>	

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	<ul style="list-style-type: none"> <li>ESFA – confirmed that they have confidence that the leadership team is capable of turning the College finances around and in addition they also noted how impressed they were with the dedication and commitment from the Governors, especially those who have personally spent time in the College supporting and challenging the College through this difficult period.</li> <li>Pilot Career Mentoring Scheme - a new initiative in which student union members met and talked to eight local mentors about their careers. This was the initial meeting where students heard from a Pharmacist, Nurse, Event Manager, Marketing Manager and a Digital Sales Manager, another 12 industry mentors signed up to act as mentors with careers in Law, Environmental Science, IT (Apple), Theatre and many more. The Student governors said that this was really useful and they looked forward to further meetings. The Principal thanked all the staff involved for setting this up.</li> <li>Young entrepreneurs - Business BTEC students participated in a Dragons' Den style competition presenting business ideas in front of peers and a panel of Dragons including the General Manager of Tesco, Slough and a Henley Town Councillor. The prize of £500 was awarded to 'Elite Learning' a tuition franchise.</li> </ul> <p><b>Resolved: that the Principal's report was received by the Board.</b></p> <p>Kathryn Caulfield left the meeting at 18.47</p> <p>The Principal then presented a slide review of the Henley Training Options</p> <ul style="list-style-type: none"> <li>External apprenticeship changes – there has been a decline nationally of over 40% in apprenticeships much of which has been due to only 8% of levy employers taking on apprenticeships plus a reluctance of employers to release employees from 20% of the job training and compounded by non-levy employers reluctant to pay 10% of the funding required by the College.</li> <li>Internal changes – as a result of the above there has been a decline in income and contributions, a reduction in the number of subcontractors and a high risk of no achievement payments and withdrawal of 'Out of Funded' learners especially with partners. The Principal went into the training income and contribution comparing 2014-2015 figures to present day.</li> <li>Apprenticeships would still continue at the College but the choices reduced to match the demand.</li> </ul> <p>The Chair thanked the Principal for the presentation. It was universally agreed that the provision of apprenticeships was essential as this affords choice to students and provide good employment opportunities.</p>	
5.7	<p><b>Student Governors' Report</b></p> <p>The new Student governors updated the Board on the recent Student Union elections before going on to inform the Board of the following: the introduction of a Student Welfare Team. These students have received safeguarding training and will be identifiable (lanyards) to the student body. The intention is to give students the option to talk to members of the Welfare Team about any issues, helping to make the transition from school to College easier.</p> <ol style="list-style-type: none"> <li>Recent organised events – Mental Health Awareness and Pride Awareness</li> <li>Future Plans - <b>Benches</b> for the smokers to use instead of standing on the side of the road <b>Provision of water fountains</b> on the Rotherfield site <b>Student Union Office</b> from September – Head of SS and the Principal said that this was being looked at <b>Graduation/Leavers' Event</b> for Summer 2019 <b>New Student Social Spaces</b> in the College – the Principal said that this was being looked at</li> </ol>	

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	<p style="text-align: center;"><b>Listening Service</b> - funding this from an increase in sales of NUS cards.</p> <p>The Chair thanked the Students for their report and the Board then asked if there were any big ticket items that they needed and to look back a previous years for guidance. As a side issue the Board asked about the Alumni event as this was the 30<sup>th</sup> Anniversary year of the College and the Head of Marketing confirmed that this was currently being looked at with probably an event in December.</p> <p><b>Resolved: that Student Governors' report was received by the Board.</b></p>	
5.8	<p><b>Safeguarding &amp; Prevent Update</b> The Head of Student Services went through her report highlighting the following: There have been approximately 200 safeguarding referrals/walk-ins to student services in the past 3 months. The majority of the referrals have been around anxiety, particularly with regard to exams, with a further 2 disclosures of significant suicidal risk students, both have now left the College because it was felt the College could no longer keep them safe. There are 4 other students with serious mental health issues which require continuous monitoring and risk planning.</p> <p>As mentioned in the Student governors report a Student Welfare Team has been set up ready for September 2018. Students will receive safeguarding training from the DSL and boundaries and support training from the counsellors. This will allow further support within the College offering students the opportunity to speak to their peers. The Listening Service will be funded for a final year by the Student Union. The Head of Student Services thanked the SU on behalf of the College and asked for this to be recorded as it was an invaluable service. All staff will be able to do safeguarding training online using Smart training. There have been no PREVENT issues this term.</p> <p><b>Resolved: that the Safeguarding and Prevent Update was received by the Board.</b></p>	
5.9	<p><b>Approval of the following:</b> The following papers/reports/terms of reference/standing agendas have gone through their respective committees and were presented for approval in most cases for (ii) these involved small textural changes.</p> <ul style="list-style-type: none"> <li>(i) Senior Post Holders personnel policies (4)</li> <li>(ii) Committee Standing Agenda items &amp; Terms of Reference <ul style="list-style-type: none"> <li>• Audit</li> <li>• Finance &amp; Resources</li> <li>• Governance &amp; Search</li> <li>• Remuneration</li> </ul> </li> <li>(iii) Expenses Policy</li> <li>(iv) List of new link governors</li> <li>(v) Role of the Ombudsman and term of office</li> <li>(vi) Notification of new Ombudsman with effect 1 August 2018</li> </ul> <p>The Clerk informed the Board that a replacement for the current Ombudsman Ian McGaw had been found and approved by the Governance &amp; Search committee. The new Ombudsman subject to Corporation approval would be Mia Tritton a previous governor to the College. The Chair and the Board thanked Ian McGaw for all his time as Ombudsman as it was very much appreciated.</p> <p>(vii) Overall budget forecasts for 2018/2019 and 2019-2020 The DoF advised the Corporation that at the last Finance &amp; Resources meeting the following had been discussed and agreed namely that the overall budget forecast for 2018-2019 would be a deficit of £516,000 in accordance with a cash neutral budget moving the College's financial health grading from "Satisfactory" to "Good". At a further meeting with the SLT it was then agreed to reduce the</p>	

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	<p>deficit for 2019/2020 to just over £200,000 which although not break even would actually bring the financial health status of the College back to "Outstanding". This figure is based on the enrolment figure of 1902, should the College reach its stretched target of 1932 then the budget would break even. Even though the Finance &amp; Resources committee had asked for a break even budget, the proposals were agreed with the proviso that the SLT make every effort to reach a break even outturn in 2019-20. The Board then asked about contingency funding should the College not make the 1902 enrolment figure, the DoF said that it was quite low. The Corporation was asked to approve the overall budget forecasts for 2018-2019 and 2019-2020 as presented and they were approved. Although the Board does see the management accounts from the Finance &amp; Resources committee meeting minutes the Board did ask for the full management accounts to be presented at each Corporation which the Clerk said she would arrange.</p> <p><b>Resolved: the Board approved the following as presented:</b></p> <p><b>(i) Senior Post Holders personnel policies (4)</b></p> <p><b>(ii) Committee Standing Agenda items &amp; Terms of Reference</b></p> <ul style="list-style-type: none"> <li>• <b>Audit</b></li> <li>• <b>Finance &amp; Resources</b></li> <li>• <b>Governance &amp; Search</b></li> <li>• <b>Remuneration</b></li> </ul> <p><b>(iii) Expenses Policy</b></p> <p><b>(iv) List of new link governors</b></p> <p><b>(v) Role of the Ombudsman and term of office</b></p> <p><b>(vi) Mia Tritton as the new Ombudsman with effect 1 August 2018</b></p> <p><b>(viii) Overall budget forecasts for 2018/2019 and 2019-2020</b></p> <p><b>(ix) The Corporation agenda to include the management accounts</b></p>	Clerk
5.10	<p><b>Minutes from the following committees for information:</b></p> <p>The following minutes of the Board sub committees were presented for information.</p> <p>(i) Minutes of Finance &amp; Resources 24 April 2018</p> <p>(ii) Minutes of Audit 11 June 2018</p> <p>(iii) Minutes of Governance &amp; Search 18 June 2018</p> <p><b>Resolved: the minutes from the following committees were received by the Board:</b></p> <p><b>(i) Minutes of Finance &amp; Resources 24 April 2018</b></p> <p><b>(ii) Minutes of Audit 11 June 2018</b></p> <p><b>(iii) Minutes of Governance &amp; Search 18 June 2018</b></p>	
5.11	<p><b>Governors' Strategic Risk Register</b></p> <p>Further to the Corporation decision at the last meeting to review and update its strategic risks covering the following have been identified as red risks at the last Audit meeting which indicated that they sought Corporation guidance or attention in these areas as follows:</p> <ul style="list-style-type: none"> <li>• Income and expenditure – although this is being reduced, there remains a significant risk that there will be a deficit for next year, especially if student recruitment targets are not met. <b>Already covered under financial viability</b></li> <li>• Enrolment and recruiting – At least 30+ more enrolments were needed to break even, but the College was currently 200 applications down. Head of Marketing went through the programme of events to help mitigate this but there was a risk that suppressed student numbers would have an impact on College funding in the lagged year beyond next year. <b>Already covered under financial viability</b></li> <li>• Apprenticeships – the poor state of apprenticeship delivery which now being recorded as a high-risk by the SLT. <b>Already covered under financial viability.</b></li> <li>• Specialist staff – this referred to back office staff for which there had been a failure to recruit some roles because the College was not able to offer competitive salaries. The SLT were looking at mitigating options but there was a high-risk that the College might not be able to fill crucial roles.</li> </ul>	



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	<p>The biggest risk is financial viability and the rest of the risks were discussed and remained on the register so that there were no changes to the strategic risk register as presented.</p> <p><b>Resolved: the Governors Strategic Risk Register was received by the Board</b></p>	
5.12	<p><b>Any Other Business</b> There was no other business.</p>	
	<p><b>Confidential Agenda items</b> The meeting went onto the confidential agenda at 19.58</p>	
5.18	<p><b>Items to be taken forward to next Corporation meeting:</b> There were no items to be taken forward.</p>	
5.19	<p><b>Dates and Times of Next Meeting:</b></p> <ul style="list-style-type: none"> <li>i. Governors Away Day 4<sup>th</sup> October 2018 at 10.00 Badgemore Golf Club</li> <li>ii. Thursday 11 October 2018 at 18.00</li> <li>iii. Thursday 6 December 2018 at 18.00</li> <li>iv. Thursday 31 January 2019 at 18.00</li> </ul>	
5.20	<p><b>Close of Meeting</b> The meeting closed at 20.22</p>	
	<p>MINUTES of the meeting held on <b>20 June 2018</b> were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on .....</p>	