

## The Henley College Board

<b>MINUTES of the Meeting of the Board</b> <b>held on Monday 14 October 2019 at 18.00 in Deanfield meeting room</b>			
<b>BOARD PRESENT:</b> <b>Trevor Watkins</b> Satwant Deol Brian Fennelly Ruth Hubbard Tim Lincoln James Linguard Vince Malfese David Welch Charles Wiggin  <b>STUDENT GOVERNORS</b> Emily Foster Bethany Hayes	<b>Independent /Chair</b> Principal Independent Parent governor Independent Independent Independent Independent Independent  SU President SU Vice President	<b>STAFF:</b> Andrew Unsworth      Teaching Staff  <b>CLERK:</b> Jacky Gearey  <b>SLT BY INVITATION:</b> Tristan Arnison      Head of Faculty Julian Brinsford      Head of Faculty & Quality Manager Kathryn Caulfield      Head of Student Services (HSS) Eric Burrow      Head of HR Ashok Patel      Director of Finance (DoF)	
Agenda Item	Minutes	Action by	
1.1	<b>Opening of Meeting and Welcome</b> The Chair opened the meeting at 18.01 and welcomed Andrew Unsworth the new staff governor and to his first meeting and then introduced the prospective new governor.		
1.2	<b>Apologies for Absence</b> Apologies had been received from: 1. Robyn Vitty – family commitments 2. Mohammed Khaliel – out of country		
1.3	<b>Election of Chair</b> The Board was asked to ratify Dr Trevor Watkins as the Chair of the Board and this motion was carried unanimously.  <b>Resolved: that Dr Trevor Watkins was re-elected as Chair of the Board</b>  The Chair then spoke about the requirement for an additional Vice Chair and asked the Board to consider this going forward due to the pressures and time commitment of the role.		
1.4	<b>Declaration of Interests</b> There were no other declarations.		
1.5	<b>Minutes of Previous Meeting</b> (i) Board meeting of 27 June 2019 The minutes were agreed as an accurate record of the meeting held 27 June 2019.  <b>Resolved: the Board agreed that the minutes were an accurate record of the meeting of 27 June 2019 the minutes were signed by the Chair.</b>		
1.6	<b>Matters Arising from the Minutes</b> The Clerk briefed the Board on the student disciplinary policy which was going back to the QS committee in November before coming to the Board for approval in December. There were no matters arising.		
1.7	<b>Notification and ratification of:</b> The Chair had the following notifications following the recent panel interviews held by Governance & Search committee: (ii) Recommendation for Appointment to the Corporation of the following:		

## The Henley College Board

	<p>Clare Pierotti - the Clerk informed the Board that Ms Pierotti had just been offered a new job and that she would confirm whether that involved moving to another location. The Board approved her appointment subject to this confirmation.</p> <p>Signe Sutherland – the Clerk advised the Board that she was still undertaking the vetting process which had been unfortunately delayed. The Board asked for this to be referred back to the Governance &amp; Search committee and that pending their recommendation for approval the Board would ratify her appointment via a written resolution.</p> <p><b>Additional notifications:</b></p> <ul style="list-style-type: none"> <li>- James Lingard to join the QS committees committee and be the new Safeguarding governor</li> <li>- Andrew Unsworth to join the QS committee</li> </ul> <p>Mentors for each of these governors including the two student governors had been advised and confirmed.</p>	
1.8	<p><b>Principal's Report</b> The Principal's report covered the following areas and was noted as read and was open for questions:</p> <p><b>Admissions</b> - new system in place.  <b>Enrolments Number Update</b> – until the census date exact numbers could not be provided.  <b>Student Success</b> – very positive with five students progressing onto Oxford/bridge plus another three students progressing onto American universities including Princeton on scholarships.  <b>Structure</b> - New stretching KPIs have been agreed.  <b>Curriculum</b> - Additional growth opportunities to be sought via targeted apprenticeships in regionally skill specific areas and in government priority areas.  <b>Finances</b> - The College will achieve 'Outstanding' Financial Health for 2018-19.  <b>Investment in Infrastructure and Estates</b> - work has been suspended on delivering the previous Estates Strategy and some smaller, more learner focused effective new capital projects have been undertaken.  <b>Marketing</b> – extensive advertising on social media and radio in addition to the published magazines.  <b>FEC Visit</b> – took place on 30 September 2019. The Board asked about the FEC verbal feedback concerning recommending not to merge. The Chair said that they were waiting for the actual report which should be received within the next 6 weeks.</p> <p>The Board wanted to know if the KPIs referred to in the report were in line with Ofsted expectations and the Principal said that this would be covered under item 1.11. The Board also queried the conversion rate and student pass rate figures as there were anomalies in her report, the VP the explained that the information was based on the College system and correct at the time of writing however when all the data is entered it will go up to 94%. The Board then referred to the FE diagnostic assessment comments and the RAG rating used especially regarding the requirement for governor and SLT to monitor the impact of the staff restructure and curriculum efficiency measures - the Principal said that QIP was being monitored which had resulted in a RAG rating of green. The Quality and Standards (QS) Chair said that this had been discussed at great length at the QS meeting 24 September.</p> <p>The Principal said that the 2019/20 QIP addressed those areas which needed to improve and included a significant number of new strategies recently implemented to increase student retention and progression. In 2019/20, Year 1 to Year 2 Retention had improved by 4%.</p> <p><b>Resolved that the Principal's Report was received by the Board.</b></p>	
1.9	<p><b>Student Governors' Report</b> The student governors presented the following report: Many of the SU members helped with enrolment over the Summer and sold NUS cards and in addition helped with the running of Fresher's Day on the 9<sup>th</sup> October. The intention to have an Autumn Social has been put on hold due to insufficient take up. The President of the LGBT+ club has joined the Student Union so that there is better communication with the group. The Student Union Leadership have been attending talks with The Anti-Bullying Alliance which has provided the opportunity for students to voice their opinion on how to better handle bullying. The students recently raised through a charity event £75.00 for Young Minds UK for which the Board congratulated them.</p>	

The Henley College Board

	<p><b>Resolved that the Student Governors Report was received by the Board.</b></p>	
1.10	<p>The HSS provided the following report and then asked for questions: Staff training is now online and the Safeguarding team meets weekly. The files are still arriving from the schools now with 2 CP students and 1 CIN to date. More than 20 students are seeing the college counsellor and this is working well.</p> <p><b>Prevent:</b> Prevent group meet termly to RAG rate prevent plan. Annual meeting with the FE Prevent Co-ordinator. Staff training online. No prevent issues, staff or student.</p> <p><b>PDBW</b> Welcome Day was successful in its new format with positive feedback from students and staff New tutorial strategy in place for this academic year. Clear evidence of attendance via mark books for mandatory topics such as prevent, e-safety.</p> <p>The Board wanted to know why there was an increased number in panic attacks – HSS said that in the main it was the new year ones coming to a new college, different systems and people, however the college had procedures in place to deal with this. The new safeguarding governor concurred as he had recently been with the HSS. The Board that it would be useful if the HSS could do a presentation on what safeguarding risks there are currently to the Board. The Board further asked if there was documented evidence about the numbers of anxiety incident and HSS said that this could be provided if required. Reference was made to some recent serious incidents at the college and HSS said that there was zero tolerance to such incidents and that there were now better systems in place.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>the Safeguarding, Prevent and PDBW Report was received by the Board.</b></li> <li>(ii) <b>The HSS to do a presentation to the Board in January on the current safeguarding risk</b></li> </ul>	HSS
1.11	<p><b>Strategic Plan Update against : KPIs for (a) Quality (QIP)</b></p> <p>The main document presented summarised the 2019-2020 strategic level KPIs covering the following:</p> <ul style="list-style-type: none"> <li>(a) Curriculum and quality</li> <li>(b) Finance &amp; Solvency</li> <li>(c) HR</li> </ul> <p><b>Curriculum and Quality</b> - The Board looked in particular at the targets set for student recruitment and retention whose numbers must form part of a business plan. The Board asked about the RAG rating and looked at student attendance and asked why it was red, the VP said that this was because of the previous 2018-19 year with the national average at 88% and that current attendance was today at 90%. The Board did raise issues with some of the anomalies associated with collecting the attendance data but the VP reassured the Board saying that these were few and not statistically significant however at an individual level they were very important to students. The VP also explained that the national average RAG is the standard benchmark used comparing with other sixth form colleges. The Board reiterated that they were never sure which benchmarks were to be used, however the VP said that the college had used those that Ofsted will use.</p> <p><b>Finance &amp; Solvency</b> – the Board queried whether the surplus for this year would be the same for next year and DoF explained the rationale.</p> <p><b>HR</b> - the Board said that they wanted to see an improvement on the staff satisfaction survey return albeit that the target of 50% was a minimum standard and that work to be done should improve this. The Head of HR said that it will take time to move level of response upwards. The Board was surprised at the low response and took on board that this was a key message of low staff morale.</p> <p><b>Resolved that the Report on the Strategic Quality KPIs was received by the Board</b></p> <p>(b) <b>Financial - Recovery Plan</b></p>	

## The Henley College Board

The Recovery Action Plan prepared and approved by the Corporation earlier this year to support the College through to a financial/solvency recovery has been successful in steering both the SLT and Governors in supporting this transition. There are no immediate financial risks to note, but the College will wish to avoid any dilution in quality of its provision and will need to monitor carefully the learner number position, especially for 2020/21.

There were two recommendations for consideration:

1. Given that the financial/solvency positions have been improved and better secured, this will be the final update to the recovery plan. Any further actions on finance will be incorporated into the revised College Business Plan. The Board agreed.
2. Property/Estates Strategy – given that the original plan is unlikely to be deliverable at this current time, consideration should be given to the development of a revised strategy to support the College through the next 2/3 years. If this is approved, the SLT will develop a plan for approval at a later date. The Board agreed and said that this would be discussed at the Governors away day.
- 3.

The Board said that there was an excellent executive summary and had no questions.

Management Accts – July's draft accounts were received for information only

**Resolved that:**

- (i) **Any further actions on finance will be incorporated into the revised College Business Plan.**
- (ii) **The development of a revised property/estates strategy to be discussed at the Governors Away Day.**

DoF  
Clerk

- (i) **Dashboard development update** – the KPIs resented by the Principal and Vice Principal was the basis for the dashboard and a pilot was to be ready in December for the next Corporation meeting.

**Resolved that a pilot dashboard is to be ready for December Corporation meeting.**

- (ii) **Staff Survey Presentation** - The Staff Survey was undertaken in June 2019. The response rate for the actual survey was 41% of all possible respondents and it was to be noted that it had been undertaken after two years of change and restructuring across the College with reductions in courses offered and employee numbers. Response rates for internal surveys such as this one are considered good or excellent when actual response rates range from 50-70%. The Board was concerned about the response rate but did appreciate the circumstances and also felt that often the biggest concern from these types of surveys was assuring confidentiality of responses and also to reassure staff that actions will be taken. The Head of HR confirmed that the questionnaires were confidential and there was no way of identifying respondents and that action was and is still being taken, that at a recent staff inset day it had been well received and that a further shorter pulse survey on a particular area was to be undertaken in January and that the Board would be advised of the results at the January Board meeting. The same survey would then be issued next May-June and then a benchmark could be established. The Board asked whether an internal or external tool was used and the Principal confirmed that it had been external.

Head of  
MIS/ VP

The Principal and Head of HR advised the Board on the new Joint Negotiating Team (JNC) which had been set up to ensure that there was a regular dialogue with the unions and they had proved to be very productive especially as there were now new union representatives. The meetings had been more positive and the Principal said that there had a variety of comments all of which were or had been addressed and as yet there had been no response back. The Chair offered to write a short response regarding the staff survey and any issues from the unions should this be required response and the Board agreed to keep this under review.

**Resolved that**

## The Henley College Board

	<p>(i) <b>the Report on the Staff Satisfaction Survey had been received by the Board.</b>  (ii) <b>the paper from the unions had been received by the Board.</b></p> <p>Student governors left the meeting at 19.20. Charles Wiggin left a 19.25 due to prior commitments</p> <p>(iii) <b>Development of future strategy</b> – this is to be covered at the Governors Away Day</p> <p><b>Resolved that Development of future strategy is to be discussed at the Governors Away Day.</b></p> <p>(iv) <b>Governors Strategic Risk Register</b> – the Chair of Audit briefed the Board saying that there had been no changes to the Governors' Strategic Risk Register since the version presented to governors at the Corporation Meeting on 27 June 2019. As agreed at that meeting, the Audit Committee will discuss at its next meeting on 4 November 2019 the possibility of including risks relating to IT/MIS failures and Key Person Dependencies in the Governors' Strategic Risk Register and, if so, suggest initial assessment of the impact and likelihood of such risks.</p> <p><b>Resolved that the Governors Strategic Risk Register was received by the Board</b></p>	
1.12	<p><b>Committee Reports/Minutes:</b></p> <p>The following minutes were presented to the Board as read and there were no questions.</p> <p>(i) Governance &amp; Search - 17 September 2019 – the report was taken as read.  (ii) Quality Improvement Plan Update - The VP briefed the Board on latest QIP as presented and said that there would be an update at each Corporation meeting. This updated report provided details of the progress against the 2019/20 Quality Improvement Plan at 4<sup>th</sup> October 2019. The rationale for the RAG rating was based on the extent to which QIP actions are on track to be completed/achieved by the due date. The 2019/20 QIP was first presented to the Quality and Standards Committee in May 2019. At that point, actions were new and had mostly not been enacted. This was acknowledged in the RAG rating. Since that meeting steps have been taken to enact QIP actions and the completion of actions was reflected in the updated QIP and RAG ratings presented to the September 2019 Quality and Standards Committee meeting.</p> <p>At the Quality and Standards Committee meeting held 24 September 2019, the Chair requested that QIP actions be updated to reflect the 2019/20 KPIs that had been presented and discussed in the meeting, and provisionally agreed, subject to approval by the Corporation. The Chair also requested that additional QIP actions be written in to link the QIP to the 2019/20 KPIs and give the QIP greater rigour to better ensure the 2019/20 key priorities are achieved. It was anticipated in the committee meeting that a focus on greater rigour may alter the RAG rating of some actions, as an assurance of the completion/achievement of more rigorous actions may prove more challenging. Following this meeting additional actions have been written into the 2019/20 QIP, which have in turn altered some RAG ratings.</p> <p><b>Resolved that:</b></p> <p>(i) <b>The Governance &amp; Search minutes were received by the Board</b>  (ii) <b>The Quality Improvement Plan Update was received by the Board</b></p>	
1.13	<p><b>Approval of:</b></p> <p>(i) <b>Link Governors</b> - Due to the recent changes in the curriculum areas coupled with the departure of two governors the link governor provision has to be reviewed and approved by the Governance &amp; Search committee. The list is to be reviewed again before approval can be sought. The Board did raise some points regarding this role namely:  (a) there was the potential for link governors to get operationally involved.</p>	

## The Henley College Board

	<p>(b) some staff viewed this role with some trepidation especially if there had been some redundancies</p> <p>(c) the governor role was voluntary and that the time needed to undertake this additional role could mean going well beyond the level of commitment originally specified.</p> <p>The VP confirmed that focussed curriculum reviews mirrors Ofsted framework using a two week period. The Chair and VP to take this discussion off line. The Clerk said that she would send out the revised role of the link governor to all governors and curriculum leaders once the VP and members of the SLT had reviewed it.</p> <p><b>Resolved that:</b></p> <p>(i) <b>the report on the Link Governors was received by the Board</b></p> <p>(ii) <b>the Clerk to send the “Role of the Link Governor” to the Vice Principal and members of the SLT for comment.</b></p> <p>(ii) <b>Scheme of Delegation</b> – The Clerk explained that the purpose of the scheme of delegation was two-fold namely to provide the Corporation with an 'at a glance' framework outlining where it makes decisions and on what issues, and whether it wishes to delegate more decision-making authority to the Principal. It is to be reviewed annually. The scheme's revisions included the addition of new clauses 29, 30 and 31 covering strategic planning and college policies and procedures. This formalised the Board's responsibilities. The Board approved the Scheme of Delegation as presented.</p> <p><b>Resolved that:</b></p> <p>(i) <b>the Scheme of Delegation was received by the Board and approved as presented.</b></p>	Clerk
1.14	<p><b>Feedback on the following assessments:</b></p> <p>The Chair said that the Board Self-Assessment feedback will be discussed at the Governors Away Day on 22 October. The Clerk would be sending the committee self-assessments out to the respective committee chairs for information.</p> <p><b>Resolved that:</b></p> <p>(i) <b>The Clerk to send the committee self-assessment feedback to the respective committee chairs.</b></p>	Clerk
1.15	<p><b>Any Other Business</b></p> <p>The Chair wanted a vote of thanks to be recorded to Jeni Wood and Catharine Darnton both of whom had worked hard both on the Board and in support of the college.</p> <p>Member so the SLT left the meeting at 19.45</p>	
	<p><b>Confidential Agenda items</b></p> <p>The meeting moved to the confidential agenda at 19.50</p>	
1.22	<p><b>Items to be taken forward to next Board meeting:</b></p> <p>There were no items to be taken forward.</p>	
1.23	<p><b>Date and Time of Next Meeting:</b></p> <p>i. 2 December 2019 at 18.00</p>	
	<p><b>Close of Meeting</b></p> <p>The meeting closed at 20.43</p>	
	<p>MINUTES of the meeting held on <b>14 October 2019</b> were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on .....</p>	