

## The Henley College Board

**MINUTES of the Meeting of the Board  
held on Thursday 21 May 2020 at 15.00  
via remote participation**

<b>BOARD:</b> <b>Trevor Watkins</b> Satwant Deol Brian Fennelly Ruth Hubbard Mohammed Khaliel Vince Maltese James Lingard Dr Tim Lincoln Charles Wiggin	<b>Independent Member/Chair</b> Principal Independent Member Parent Governor Independent Member/Vice Chair Independent Member Independent Member Independent Member Independent Member	<b>CLERK:</b> Jacky Gearey  <b>SLT BY INVITATION:</b> Ashok Patel Julian Brinsford Eric Burrow Eamonn Egan	Director of Finance Head of Faculty & Quality Manager Head of HR Interim Vice Principal
<hr/>			
<b>Agenda Item</b>	<b>Minutes</b>		<b>Action by</b>
4.1	<b>Opening of Meeting and Welcome</b> The Chair opened the meeting at 15.06		
4.2	<b>Apologies for Absence</b> Apologies had been received from: 1. Kathryn Caulfield - preparation for open evening 2. Robyn Vitty – preparation for open evening 3. Andrew Unsworth		
4.3	<b>Declaration of Interests</b> There were no declarations of interest.		
4.4	<b>Minutes of Previous Meeting</b> (i) Minutes of meeting of 27 January 2020 The minutes of 27 January 2020 were agreed subject to the following being added regarding the minutes of 2 December 2019 which were agreed subject to 2.10 F&R (ii) being amended to read: "Approval of Report and Financial Statements 2018/2019 – One member noted that several minor amendments to the commentary to the accounts requested on 11.11.19 had yet to be made. It was resolved that the accounts would be further considered by F&R on 15.01.20 [NB post meeting note: Due to a misunderstanding concerning the deadline for the ESFA submission, Chair and Principal took the decision to sign the accounts prior to formal Board approval to avoid missing the ESFA deadline as they were not materially affected]. (i) Confidential minutes of meeting of 27 January 2020 The board approved the confidential minutes of 27 January 2020.  <b>Resolved:</b> <b>(i) the Board agreed that the 27 January 2020 minutes were an accurate record of the meeting subject to the amendment of 2.10 of the minutes 2 December 2019 detailed above and the minutes to be signed by the Chair.</b> <b>(ii) the Board agreed that the confidential minutes 27 January 2020 were an accurate record of the meeting and to be signed by the Chair.</b>		
4.5	<b>Matters Arising from the Minutes</b> There were no other matters arising.		
4.6	<b>Updated Principal's Report</b> The Chair asked that the Principal's initial report be taken as read as it in the main referred to pre-closure of the college. Her subsequent report detailed issues post 23 March 2020  The Principal first wanted to express her thanks to the senior leadership team and staff for all their work and support in delivering remote learning to the students and also to the governors who have provided their very much needed support in these unprecedented times. She said that it had been a		

## The Henley College Board

	<p>challenging but interesting few months, where the College has had to adapt and change in many different ways owing to the closure and serious IT issues whilst restoring staff confidence after the virus attack and keeping them motivated. She reassured the board that the college was following new guidelines from Ofqual regarding centre grading assessments, hosting virtual open days including the one that evening, preparing a comprehensive risk assessment plan regarding unlocking and planning some form of return after half term with less than satisfactory guidelines from the government, preparing for new virtual online enrolments, as well as looking at what September would pan out to be. In addition, the college has a lot of new building projects starting shortly as well as IT upgrades.</p> <p>The Principal said that the risk centred around the unlocking of College services, student and staff well-being, a possible decline in applications and enrolments for 2021-22. Each of these issues are being mitigated with the effective planning and ensuring that there is more support available to support the well-being of both students and staff. Whilst being proactive on the September recruitments it was difficult to predict the behaviour of students and parents and more importantly their reaction if and when there is a second wave of the pandemic.</p> <p>The Board asked about the current list of priorities listed in the report and whether any of these were more important than others? The Principal said that all the priorities were inter-linked and none could be addressed in isolation from the CAGs and unlocking the premises for short and long term use which in turn linked in with the September enrolment to budget planning.</p> <p>The Principal said that there was so much uncertainty about what the future holds as no one knows how well the students, parents and staff will move from lockdown to being back on campus. Moreover, it is anticipated that recruitment may dip as parents may decide to send their children to their local sixth form or stay in their current schools instead of travelling on buses or trains to Henley.</p> <p>Board asked about student attendance and what was the Ofsted minimum? The VP advised the Board that normally 87% attendance would be considered outstanding and that overall the college attendance rate was 88% as achieved in March. Retention was 93% for this year and is above the national average of 91%, this also included more vulnerable students albeit many of these could not always attend college. However, attendance did not match the college's aspirations with pinch points in English and Maths GCSEs with the result that lockdown has not allowed this to move forward.</p> <p>The Principal said that going forward the key message was that Henley college like most colleges is working towards opening a very limited service whilst conducting a detailed risk assessment as to when and how the colleges will open. The Principal informed the board that the majority of Principals indicated that they are looking to open in September, but this may still be at a reduced rate. The wider issue is that there will be some degree of lockdown or adaptation from the norm for at least another year, perhaps longer and that might mean a very different complete academic year for 2020-21 and possibly 2021-22. However the Principal wanted to reassure the board that she would keep Governors updated and fully involved as to when the college would open and this would not happen until a thorough risk assessment had been conducted.</p> <p>On a positive note the Principal was delighted to confirm that:</p> <ul style="list-style-type: none"> <li>• the college's bid to stay in the ASCE league for Rugby has been successful;</li> <li>• the college recently developed great new opportunities with Cisco, Softcat and Ealing Trailfinders; and</li> <li>• ESFA has selected the college as one of the first providers to deliver T levels for Health and Social Care for 2022-23</li> </ul> <p>The Chair thanked the Principal, the senior leadership team and her staff for all the work that they had done.</p> <p><b>Resolved that the Principal's Report was received by the Board.</b></p>	
4.7	<b>Student Governors' Report – not presented</b>	

## The Henley College Board

4.8	<p><b>Safeguarding and Prevent Safeguarding &amp; Welfare</b></p> <p>The HSS was unable to attend the meeting due to the virtual open evening event taking place later that evening and the Chair asked that her report be taken as read. The safeguarding governor was asked if he had anything he wanted to raise and he advised the board that he was in regular contact with the HSS and the college counsellor to discuss safeguarding issues, confirming that all students had and were being checked including those under the vulnerable categories.</p> <p><b>Safeguarding Policy</b></p> <p>The Chair advised that the safeguarding policy had been reviewed in depth at the recent QS meeting and had been amended to include E-Safety with particular attention being paid to remote learning. The board approved the revised policy.</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 Safeguarding Policy was received and approved by the Board</b></li> </ul>	
4.9	<p><b>Strategic Plan</b></p> <p><b>1. Curriculum Plan</b></p> <p>The VP provided a very brief oversight of the 2020-24 Curriculum Plan which has been presented to the QS committee 6 May 2020 and which provided planning information on the following: resources; employer engagement; sport and wellbeing; teaching, learning and assessment; quality assurance and a business case and planning assumptions for 2020/21.</p> <p>The VP said that recruitment of new students in September 2020 was encouraging and should be more than the previous year, specifically mentioning an increase in student enrolments on the current qualifications in Engineering, Criminology, Public Services and Health &amp; Social Care albeit these will require additional groups in these subjects. The VP then went through the new 16-18 and adult professional qualifications for 2020/21 advising that a major part of the curriculum plan would include applied courses and these would be useful to provide a middle ground between pure A levels and vocational qualifications. This provision has currently gained additional applicants. As for the adult courses e.g. book-keeping, accountancy and management, these would be self-financing. The Board asked about these adult courses and if there were any implications regarding safeguarding and VP reassured the Board that these courses would take place in the evening when students would not be on site.</p> <p>The Board asked about the extra staffing required? The VP advised that this would be for new skills for the new subjects with the aim to go beyond the target number of students enabling the College to apply for additional funding from the ESFA.</p> <p>The Board asked about the new courses and whether any assessment on the demand for these had been undertaken. The VP said that this would be dependent on what happens with the lockdown however much of this had been put on the website and highlighted to local schools Year 11 applicants. There were currently sufficient applications and using a conversion rate the college was convinced that there were viable numbers. FD confirmed that the funding allocation for next year was generous and the college was well placed to invest in the future.</p> <p>Chair asked about the possible requirements post Covid-19 in case of job redundancies and VP explained that this would be addressed by the increased online environment. Work was in hand to use the Teams platform in a more meaningful manner e.g use of teachers' own dial up groups. The risk assessment being done currently was on how many students can be in the college at any one time safely and this might also mean that some courses could be run online e.g history to facilitate this. Board then asked about the move to online courses and associated with this the significant number of students deferring applying to universities and therefore is it likely that students will also defer coming to the college? VP said that the expectation is for the same numbers of students to enrol and that would seem to be borne out by the number of applications the college is currently receiving which is higher than last year. In addition the College is setting up an online enrolment system albeit it will be hard to</p>	

## The Henley College Board

	<p>estimate with track trace and isolate. The VP also confirmed that 16-18yr olds are not allowed to take gap years. HoF said that it maybe the outgoing students who might be the issue and who may want to come back in and redo year 2. The Principal said that the College has written to the ESFA for clarification on this and re-iterated that at the moment the biggest risk was that no one had any idea of what September was going to look like and that it was essential to be able to manage the transition of students coming back into education, however the college was looking to get involved with external stakeholders.</p> <p><b>2. Funding and finance</b>        The Principal said that the ESFA had cancelled their meeting that morning but that they were generally happy with the direction the college was taking. In the forecast outturn the FD said that the finance numbers needed to be grown organically and money re-invested in this reacting to market needs. The Principal said that apprenticeships had been hit the most with employers pulling their apprentices or not signing up to the next academic year due to prospective job loses, however 16-18 funding was guaranteed.</p> <p>Charles Wiggin joined at 15.56 due to technical issues.</p> <p><b>3. Strategy</b>        Chair advised that he had been speaking to a local college chair to talk generally about any common ground. The Board said that more time was required to debate, discuss and set the future strategy and that a further meeting would be needed. The Chair did say that it was very difficult to address this currently with so many uncertainties and that this would most likely be in the next academic year. The Board agreed that detailed discussion of the strategic plan was needed at a later meeting.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) The Strategic Plan update was received by the board</li> <li>(ii) Strategic Plan to be discussed at a later meeting</li> </ul>	
4.10	<p><b>Notification and approval of:</b></p> <p><b>(i) Governor Recruitment:</b>        The Chair advised the board that the interview panel had been presented with 9 candidates and that the board had chosen four, three of which had FE experience and one who is an FD – CVs were supplied for reference. The recruitment company had provided a thorough search and the panel were impressed by the service Peridot had provided. In addition, a further candidate had been interviewed and the panel universally recommended him especially with his IT and commercial background.</p> <p><b>Resolved that the following were ratified by the board as new external governors subject to satisfactory references and DBS checks:</b></p> <ul style="list-style-type: none"> <li>1. Rebecca Chandler-Wilde</li> <li>2. Lizzie Firth</li> <li>3. Chris Murray</li> <li>4. Alistair Wildman</li> <li>5. Andrea Wood</li> </ul> <p>The Clerk advised the board that the following documents had been revised due to the present Covid-19 outbreak and that amendments had included reference to video conferencing and quoracy. These documents had been recommended by the Governance &amp; Search committee for approval.</p> <p><b>(ii) Instrument and Articles</b> – these had been amended to reference the quoracy of appointed members and video conferencing.</p> <p><b>(iii) Standing orders</b> – amended to reflect the change in I&amp;As and the use of remote conferencing.</p> <p><b>(iv) Corporation calendar of meetings</b> – there was one amendment to the date in October otherwise this had been approved by the Governance &amp; Search committee. Revised dates to be sent out</p> <p><b>(v) Role descriptions</b> for Vice Chair, Safeguarding/prevent specialists and Parent governor had been presented to the Governance &amp; Search committee and approved, the board.</p>	.

## The Henley College Board

---

	<b>Resolved that the Board had received and approved the above documents (ii-v) presented</b>	
4.11	<p><b>Governors' Strategic Risk Register</b>            There had been no movement on the register but only the addition of safeguarding and prevent had been added to the register as per the recommendation of the HSS. The Chair asked the chair of Audit if there were any other items to be considered and was told no. Governance had been discussed but as there had been a recent internal audit on this there were no issues.</p> <p><b>Resolved that</b>  <b>(i) Governors Strategic Risk Register was received by the Board</b></p>	
4.12	<p><b>Committee Reports/Minutes</b>            The following documents were presented for noting:</p> <ul style="list-style-type: none"> <li>(i) Finance &amp; Resources 15 January 2020</li> <li>(ii) Management Accounts 31 January 2020</li> <li>(iii) Management Accounts 29 February 2020</li> <li>(iv) Audit 14 April 2020</li> <li>(v) Finance &amp; Resources 4 May 2020</li> <li>(vi) Quality &amp; Standards 6 May 2020</li> <li>(vii) HR Pulse Survey</li> </ul> <p>Looking at the latest management accounts, The Board asked for clarification on the financials regarding the estimates of the proposed forecast deficit. The FD said he would provide this for the next meeting.</p> <p>The Chair asked the respective chairs for their comments which in the main had already been given under items 4.9 (QS committee) and 4.11 (Audit committee).</p> <p>The Head of HR advised the board that the Pulse survey was conducted in late February/early March before the Government restrictions on travel and work on 23 March 2020. The ten questions used in the survey were chosen from the three sections which have been previously identified from the June 2019 as being those with the most negative responses. The Pulse survey only included multiple choice statements and did not include free text responses to retain the ease of response and time taken to complete the survey. There had been a higher response rate this time and there was to be a further check survey towards end of the summer term.</p> <p><b>Resolved that the following documents had been received by the board for noting:</b></p> <ul style="list-style-type: none"> <li><b>(i) Finance &amp; Resources 15 January 2020</b></li> <li><b>(ii) Management Accounts 31 January 2020</b></li> <li><b>(iii) Management Accounts 29 February 2020</b></li> <li><b>(iv) Audit 14 April 2020</b></li> <li><b>(v) Finance &amp; Resources 4 May 2020</b></li> <li><b>(vi) Quality &amp; Standards 6 May 2020</b></li> <li><b>(vii) HR Pulse Survey</b></li> </ul> <p><b>Resolved that the FD would investigate the minor anomalies identified in the appendices of the Management accounts for February 2020 and report back to the Board</b></p>	
4.14	<p><b>Any Other Business</b>  <b>Post Covid-19</b>            Board asked about the college's strategy in preparation for releasing lockdown.            Principal said that the number one priority was to ensure student safety. The government advice was not clear and the unions had said that they will not let members go back unless the 5 points were met. College will inform the board once this has been agreed. Head of HR said that 1 June is set for primary schools and not colleges and even this will be a staggered approach. Under health &amp; safety guidelines</p>	

## The Henley College Board

---

	<p>students and staff will only be allowed back into the college when it is safe to do so and that the college will try out small groups throughout the summer and then ramp this up if this system works. He confirmed that the college has gone through a detailed risk assessment on this and is currently planning for a wider opening in September albeit it is highly likely that a large part of the curriculum will still be done online. However, there will not be the usual enrolment process on results day as this will be done online.</p> <p>The board said that this should have been a main agenda item and asked why it had not been addressed as such. The Principal said that this had been covered in her report and referred to in the strategic plan. The board said that they ought to be involved in the strategy of how the lockdown will be eased because of not only the reputational and financial impact but also the PR implications. Board further asked if the college would bring in risk assessors to validate the college's preparations and the Principal reassured the board that this was in hand. Board said that if the college does not have the expertise then this will have to be brought in and the cost will be assessed.</p> <p><b>Resolved that at the June board meeting the agenda is split into two segments to cover:</b></p> <ul style="list-style-type: none"> <li>(i) Post covid-19</li> <li>(ii) Main agenda items</li> </ul> <p>There was no other business</p>	
4.15	<p><b>Items to be taken forward to next Board meeting:</b></p> <ul style="list-style-type: none"> <li>1. Post Covid-19.</li> </ul>	
4.16	<p><b>Date and Time of Next Meeting:</b></p> <ul style="list-style-type: none"> <li>i. Monday 29 June 2020 at 18.00</li> </ul>	
	<p><b>Close of Meeting</b></p> <p>The meeting closed at 17.35</p>	
	<p>MINUTES of the meeting held on <b>21 May 2020</b> were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>.....</p> <p>on .....</p>	