



The Henley College Board

MINUTES of the Meeting of the Board held on Monday 28 June 2021 at 18.00 held in the Cuthbert Suite, The Henley College and via remote participation		
BOARD: Trevor Watkins Emma Barklem Rebecca Chandler-Wilde Satwant Deol Brian Fennelly Lizzie Firth James Lingard Dr Tim Lincoln (TL) Vince Maltese Chris Murray Justin Sutherland Robyn Vitty Charles Wiggin	Independent Member/Chair Parent governor* (remote) Independent Member Principal Independent Member Independent Member Independent Member Independent Member* (remote) Independent Member Independent Member* (remote) Parent governor Staff governor* (remote) Independent Member	CLERK: Jacky Gearey SLT BY INVITATION: Eric Burrow Head of HR Eamonn Egan Vice Principal (VP) Ashok Patel Director of Finance (FD) IN ATTENDANCE: Mike Ashton Chair designate
Item	Minutes	Action by
	Opening of Meeting and Welcome The Chair opened the meeting at 18.03 and welcomed everyone to the first hybrid meeting. Mike Ashton the proposed new governor and Chair designate was introduced.	
	Apologies for Absence Apologies had been received from: <ol style="list-style-type: none"> 1. Student governors - they have since left the college. 2. Andrew Unsworth – childcare 3. Alistair Wildman 	
	Declaration of Interests There were no declarations of interests Mike Ashton was asked to leave the meeting at 18.07	
5.1	Ratification of new governor The Chair outlined the recruitment process and the candidates interviewed. Although the Principal was in attendance at the candidates' interviews which had not been agreed as part of the process at the previous Board meeting, it was confirmed that she played no part in the interview process itself. The Chair of the selection panel confirmed that it was universally agreed that Mike Ashton was the best candidate and the Chair asked for his ratification to the Board and, as the new Chair of the Board. The Board all agreed to ratify Mike Ashton's appointment with one abstention (TL) who expressed his disappointment with the process followed which he felt was flawed because the Board had agreed that the Principal should not be present at the interviews. Resolved that Mike Ashton was ratified as the new governor and Chair of the Board Mike Ashton was asked to re-join the meeting at 18.15	
5.2	Minutes of Previous Meeting <ol style="list-style-type: none"> (i) Minutes of meeting of 24 March 2021 The Board approved the minutes of 24 March 2021 as an accurate record of the meeting	

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	Resolved that the Board agreed that the minutes of the 24 March 2021 were an accurate record of the meeting	
5.3	Matters Arising from the Minutes (unless covered by the agenda) All matters had been closed off and there were no further matters arising.	
5.4	<p>Principal's Presentation</p> <p>The Principal introduced two curriculum leaders Swapna Jare (Business, Tourism, Economics, Politics IT & Computing) and Sarah Wilson (Creative Media, Art and Film, Photography Textiles Performing Arts, Drama and Dance) to provide the Board with information about their courses, students and successes covering A levels and vocational subjects.</p> <p>The Board found the talks very informative and thought provoking and the Chair thanked them for their enthusiastic talks.</p> <p>The Principal then presented the success stories from the college and provided an update with the following comments:</p> <ul style="list-style-type: none"> • Covid - Daily reporting to the Department of Education will stop at the end of term but will re-start in September • Marketing and admissions – 27% growth with a possible 180 students more than target • Student experience, quality and curriculum – the Board asked for specific information for the next meeting on: <ul style="list-style-type: none"> (i) Teaching, Learning and assessment - only 3 lessons graded ineffective (ii) Careers Services – continue to improve and perform well (iii) Student Services – providing excellent service • IT, Student Record System and Estates – this also included a reference to Bring Your Own Device and how this would apply to students. The Board was concerned that this might affect disadvantaged students however the FD reassured the Board that this would not be the case. • IT, Student Record System and Estates – also include Bring Your Own Device about which the Board asked for more clarification which the FD provided. • Performance for 2020-21 all of which had been very positive including the outstanding financial health and the encouraging student numbers. <p>There were no further questions, and the Chair thanked the Principal for her presentation and asked for the Clerk to send it to all the Board members.</p> <p>Resolved that the Principal's Presentation was received by the Board</p>	
5.5	Student Governors' Report – this had not been provided as the students had left the college	
5.6	<p>Safeguarding and Prevent</p> <p>The Chair asked that the paper be taken as read with the VP confirming that the department continues to be incredibly busy. The safeguarding report had been discussed at length at the QS committee meeting the previous week and the safeguarding governor confirmed that there were no outstanding issues. The Board agreed that it was a comprehensive report.</p> <p>Resolved that the Safeguarding and Prevent Report was received by the Board</p>	
5.7	<p>Review KPIs and approve KPIs for the following year</p> <p>The Chair asked that this item be covered under 5.10 as they were part of the strategic plan to be signed off. The Board agreed.</p>	
5.8	Strategic Risk Summary	

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	<p>The FD advised that the key items of note were the impact of the current Coronavirus and the cyber-attack on the College. In terms of the other risks associated with the College the key categories of risk identified at the offset in 2019 are still in need of monitoring. The FD further advised that at the recent FEC visit the deputy commissioners were impressed with the succinct risk register and its layout.</p> <p>Resolved that the strategic risk summary was received and noted by the Board</p>	
5.9	<p>Management Accounts as of 31 May 2021</p> <p>The FD advised that there are no direct recommendations arising from the management accounts and that the College was currently performing slightly better than expectations with a positive outturn for the 20-21 financial year. Originally a small operating deficit had been planned for the financial year however due to some positive income and expenditure positions, the revised outturn position was a small operating surplus. Additionally, the current financial position has the capacity to deal with any minor negative positions resulting from the continuing Covid-19 pandemic situation, but if something material was to originate i.e. funding adjustment, then this overall assessment would be reassessed. The Board asked about the increased student numbers going forward and was advised that the original budget plan for 21-22 will be subject to refinement once the projected final learner number position is established and the curriculum plan is finalised.</p> <p>The FD confirmed that the student numbers were increasing which would not be fully funded in year. The planned budget for 21/22 is to continue to grow learner numbers by approximately 93 resulting in lagged funding the following year 22/23 of around 400k. Therefore, the funded income position will not reflect actual learner numbers resulting in an operating deficit of circa 151k for 21/22. For reassurance the current budget will still ensure the financial health of the college as outstanding with this slight negative funding issue remaining during a period of growth. The budget also incorporated the pay award of 1.5% but did not allow for any pay award for 21/22. Also, additional staffing will be required to deliver the planned growth.</p> <p>The Board Chair asked the Chair of the Finance & Resources committee for his comments, and he agreed that the information presented was very positive and importantly that it was essential to maximise the teaching staff investment for planned growth. The opportunity to grow learner numbers and funding will follow as it is protected, and the FD advised that there might be some in-year funding available although this had not been confirmed.</p> <p>The Board was asked to approve the operating budget forecast for 2021-22 and the financial forecast for 2022-2023. The Board so approved.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) the Management accounts for May 2021 was received by the Board (ii) the operating budget forecast for 2021-22 and the financial forecast for 2022-2023 were received and approved by the Board 	
5.10	<p>Strategic Plan</p> <p>The Chair confirmed that the final iteration of the strategic plan had been sent out to all Board members for comment and was ready for Board approval. The board approved the plan as presented.</p> <p>The Chair asked that the focus now be on the Strategic Level KPIs for 2021-24 appended to the plan and would be used as a target for the subsequent years but subject to change as required. The KIPIs included:</p>	

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	<ol style="list-style-type: none"> 1. Student Recruitment target for 23/24 of 1950 (the number of 1855 in the paper was incorrect) 2. Aim for excellence and Ofsted outstanding 3. Remain financially outstanding 4. Become the best education provider in the area – measured through the student voice and student waiting lists. 5. Invest in infrastructure <p>The Board asked what the staff thought of the strategy? The Principal confirmed that all the staff had been involved from the onset and felt that this was a positive way forward. Likewise, both the local feeder schools and the Town Council had been consulted and involved.</p> <p>Resolved that the Strategic Plan Update and KPIs were received and approved by the Board</p>	
5.11	<p>FEC Feedback</p> <p>The Chair advised that the visit was very positive and the FEC will recommend that the College is taken out of early intervention. The draft report had been sent out to the Board for information and that although there may be some minor changes these will not be materially of any significance.</p> <p>Their comments included:</p> <ul style="list-style-type: none"> • the plans for being a standalone college and increasing student numbers organically are endorsed • Staff and students were very positive about the college in their meetings with the Commissioner in particular, staff perceived much improved communications between the Principal, SLT and staff and students were very positive about their experience at the college including during lockdown • very positive about the financial position of the college and the estates development plan. <p>The final FEC report is expected in 4-6 weeks' time. The Board wanted to ensure that the actual plan was updated and presented to the Board at the next meeting. The Principal agreed to do this.</p> <p>The Board referenced the FE Skills Bill and the numerous regulators for the qualifications being provided and whether the College was mindful of this? The Principal said that feedback had been provided back through the Association of Colleges and the Sixth Form Colleges Association with the aim of ascertaining what was right for the students at the College.</p> <p>Principal thanked all the staff for their hard work and commitment throughout the period.</p> <p>Resolved that:</p> <ol style="list-style-type: none"> (i) the FEC update was received by the Board (ii) Principal to provide an updated action plan to the board for October Board meeting 	
5.12	<p>Documents for approval:</p> <p>Governor Recruitment Policy – this policy ensures a transparent and fair selection process that can assist the Board to select the right candidate based on their skills set and experience of working at board level.</p>	

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	<p>Link governor role description for Careers - the Careers and Enterprise Company are mandated by the DfE to guide and oversee the implementation of the Gatsby Benchmarks - Good Careers guidance and part of its remit is for colleges to have a link governor for careers. The role has been through the Head of Student Services under whom Careers sits and the role has been seen as essential for the link governor to know what needs to be undertaken in this role.</p> <p>Standing Orders – changes to the following clauses were agreed:</p> <ul style="list-style-type: none"> • Clause 6.1 - regarding the recruitment of the Chair can go to external recruitment agencies if there are no expressions of interest from the Board • Clause 16 – members with special roles - remove information security and health & safety • Clause 20.1 – selection of Chair and Vice Chairs of committees as relevant to be made by GS committee who have sight of the skills matrix for all governors and for approval by the Board. However, a board member felt that In the discussion about the responsibilities of Board sub-committees, a view was expressed that the difference in how the Chair was decided, compared with that of other sub-committees, was difficult to justify or understand and it would be preferable to have consistency. <p>Committees' Terms of Reference – Governance & Search, Remuneration, Audit and Finance & Resources terms of reference had been reviewed by their respective committees and recommended to the Board for approval. The Board approved them. The Quality and Standards terms were currently being reviewed and redrafted to be agreed at the first QS committee meeting in the next academic term.</p> <p>The annual governance business cycle was presented for information and covered items that must go to the Board each year but did not cover those items that have to go to the Board based on a longer cycle.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) the Governor Recruitment Policy, Link Governor role description for Careers, Standing Orders and committees terms of reference were received and approved by the Board (ii) the annual governance business cycle was received and noted by the Board 	
5.13	<p>Board and committee membership update</p> <p>There were currently two vacancies on the Board and the GS committee have agreed that recruitment of a more diverse board is of paramount importance.</p> <ul style="list-style-type: none"> (i) The current Chairs of committees to remain in post, and GS to be chaired by Rebecca Chandler-Wilde. The Board raised the issue of the GS committee selecting the Chairs of the committee and felt that it would be more appropriate for the Board Chair to do this. The Board concurred however the Chair did explain that the Board Chair sat on this committee so had immediate input into this process. (ii) Curriculum Link Governor Role – to be discussed under the QS committee. <p>There are no changes to the specialist governor roles for safeguarding and prevent and careers.</p>	

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	<p>Resolved that:</p> <p>(i) the Board and committee membership update was received and noted by the Board</p> <p>(ii) the Board Chair would agree the appointment of the Chair of GS committee after taking advice from the GS committee members so that the committee operates in a similar way regarding the appointment process for other committee chairs'</p>	
5.14	<p>Committee feedback The Chair asked for the Chairs of the following committees for feedback from their respective committee meetings as the minutes had just been completed.</p> <p>Audit Committee – the internal audit report covering cyber security which highlighted certain issues which were discussed at length as there had been some concerns over the recommendations made. The FD had reassured the committee that these would be completed after speaking with CyberClan and Syscomm and that the insurers had reinsured the College and were satisfied with the measures in place.</p> <p>QS Committee - there were no issues</p> <p>Finance & Resources Committee – the major agenda items discussed had been covered off under item 5.9.</p> <p>Resolved that the verbal committee feedback was received by the Board for noting</p>	
5.15	<p>Board Self-assessment The Clerk advised that it was good governance for the Board to undertake a formal and rigorous annual evaluation of its own performance. The form is the same as the previous year to allow for a direct comparison in replies. The Board was asked to return the form to the Clerk by 1 August 2021. To be discussed at the next board meeting.</p> <p>Resolved that the Board self-assessment was received by the Board for individual completion to be sent to the Clerk 1 August 2021</p>	
5.16	<p>Any Other Business As the current Chair was standing down after the meeting the acting Vice Chair took the opportunity to express his and the Board's thanks for all his hard work and commitment to the College which had been truly appreciated and a presentation was made.</p>	
5.18	<p>Board Impact The Governors were asked to consider how they had impacted on the College since the last meeting.</p> <ol style="list-style-type: none"> 1. A robust conversation re quality. 2. Hybrid system for the board meeting had not worked well due to audio issues. this had to be resolved before another such meeting took place 	
5.19	<p>Board Conduct of Meeting The Board was asked to confirm that the meeting has been conducted in an open manner, that all governors have been able to participate and contribute to discussions and that all members of the Governing Board will have access to non-confidential minutes. The Board so agreed. The Principal, staff governor and members of the SLT left the meeting at 19.57</p>	
5.20	<p>Items to be taken forward to next board meeting:</p> <ol style="list-style-type: none"> 1. FEC updated action plan 2. Board self-assessment report 	



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	3. Remuneration update	
	<p>Date and Time of Next Meetings:</p> <ul style="list-style-type: none"> • 11 October 2021 (Training - EDI at 17.00) • 06 December 2021 • 31 January 2022 (Training - Ofsted at 17.00) • 28 March 2022 • 27 June 2022 	
	<p>Close of Meeting The meeting closed at 20.</p>	
	<p>MINUTES of the meeting held on 28 June 2021 were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on</p>	