

The Henley College Board

	<p>academic year and it was hoped that they would be able to attend the Board meeting 10 October 22.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) Claire Bovill was duly ratified as a new independent governor to the Board. (ii) Asma Jahan was ratified as the incoming support staff governor with effect from the start of the new academic year (iii) Siobhan McKee was ratified as the new Ombudsman (iv) Lucy Fox and Pip Goodman were ratified as the student governors with effect from the start of the new academic year <p>The Chair also gave a brief update from a recent ESFA visit. As a matter to note the ESFA were very impressed with the candour around the challenges being faced, how far the College had travelled, the Board journey and initiatives around the strategy. It was therefore appropriate to say well done and thank you to the Principal, SLT and all staff members of the College for all their work in getting to this point.</p>	
5.1	<p>Minutes of Previous Meeting</p> <ul style="list-style-type: none"> (i) Minutes of meeting of 28 March 2022 (ii) Remote Decision request 9 March 2022 <p>The Board approved the minutes of 28 March 2022 and the remote decision request of 9 March 2022 as accurate records of the meeting held and decision taken.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) the Board approved the minutes of 28 March 2022 as an accurate record of the meeting held. (ii) the Board approved the minutes of 9 March 2022 as an accurate record of the decision taken 	
5.2	<p>Matters Arising from the Minutes (unless covered by the agenda)</p> <p>Item 4.5 - an update against the issues raised to be provided at the next meeting by student governors see item 5.4.</p> <p>All other matters had been closed off and there were no further matters arising.</p>	
5.3	<p>Quality & Standards Presentations</p> <p>Terry William (TW) - Interim Head of Quality</p> <p>An overview of the current situation and the rationale for the creation of a new Assistant Principal post responsible for Quality was provided. The presentation covered the quality processes, introduction of new practices to support the wider quality improvement of education (curriculum area reviews, quality calendar, revised quality policies and deep dives), strengths and areas for improvement, Ofsted preparation and next steps. The Board asked about the deep dives and how these worked especially in identifying the gap from good to outstanding. TW explained that resulting report was provided to the curriculum areas identifying their strengths and areas for improvement and that the curriculum leaders were given an overview and then feedback on key judgements with recommendations. Currently four deep dives have been carried out and have identified that, overall, the quality of teaching was good with students from these particular curriculum areas talking very positively about the College and their overall learning experience.</p> <p>TW went through the strengths emphasising that the majority of teaching was good, students were aspirational, making good progress towards their target goals, gaining confidence and resilience and benefiting from constructive and developmental feedback. The areas for improvement were detailed with attendance and punctuality being discussed at length as this had been discussed at previous QS committee meetings where there was little confidence that remedial action had been taken. TW said action was being taken but this particular issue</p>	

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was about consequence and learner responsibility. Additional points raised were CLs being able to access and/or use data effectively, this was being addressed in the delivery of skills and the Board asked about scoring mechanisms and whether this could be provided going forward as benchmark data; students were not being sufficiently supported to extend their wider Personal Development, this is one of the Ofsted inspection areas of focus and was very important.

TW then spoke about the Ofsted Inspection Action plan and the requirements for preparation which have been put in place for the new academic year with all staff to be provided with training on the expectations of Ofsted using the grade profile for good and outstanding for all of the key judgements in the Education Inspection Framework. The Chair asked how this was going to be embedded and the reassurance that the staff know what outstanding looks like i.e. all Ofsted criteria met, and what needs to be done to achieve this. TW provided further clarification and reassurance that all staff would know. TW stressed that the next steps going forward meant that the Assistant Principal for Quality will need to have the appropriate resource to support the College in its drive for outstanding in the quality of education. The Board agreed and the Chair thanked TW for her presentation.

Ty Sterry (TS) – Head of Enterprise - Student personal and professional development

TS provided a brief introduction, confirming that he was working alongside the Designated Safeguarding Lead in this new area. TS covered the following:

1. Aims
2. Vision for enterprise – to be the College of choice for talent development
3. Talent Pathway and how it works
4. Stable and progressive careers programme adhering to Gatsby benchmarks
5. Personal and professional development with high performance coaching, excellence in pastoral support and care, developing key skills, work experience & industry placements; and enrichment.
6. High performance coaching with a coaching team, core hours of workshops on personal and professional themes; co-creating talent development plans bespoke to students; supporting work experience and regular 1-2-1 support meetings.
7. Pastoral excellence following a pandemic recovery; team of psychologists: 1 workshop per month; twice weekly drop-in sessions for 1-2-1 and staff development.
8. Skills – the centre words of creativity, awareness, resilience, decision making and self-organisation. The Board suggested another skill i.e. agility as learners have to get used to change.
9. Work experience & industry placements- use of SmartLog training in September and gamifying, use of bit size chunks to engage the learners with self-certification an incentive. A Board member (VM) suggested some other use for training packs which can be discussed offline.
10. Enrichment – develop young leaders, student lead and staff supported.

Principal reassured the Board that additional resources had been put into this with everything ready for new academic year.

The Board said that this was very exciting and asked about the costs and how could the success be measured. The costs were approximately 15k and Ofsted will look at the offer but cannot judge the impact, however feedback from the deep dives will also re-enforce this together with student focus groups.

Chair thanked both Terry Williams and Ty Sterry for their very informative presentations. Both then left the meeting at 19.00.

Resolved that:

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	<p>(i) the Head of Enterprise to provide information on how the Board will monitor and access the effectiveness of the talent programme</p> <p>(ii) VM to contact Head of Enterprise re training packs</p>	
5.4	<p>Principal's Report The report was taken as read and the Chair asked the Board for any questions. The Chair said that the report was very comprehensive and apologised that due to the overrun of the previous presentations that it could not be covered in detail. The Principal wanted to thank all the staff, managers, and learners for their work and support over an incredible challenging time. This was endorsed by the Chair and the Board. Resolved that the Principal's Report was received and noted by the Board</p>	
5.5	<p>Student Governors' Report – the students had now left the College and therefore no report had been submitted.</p>	
5.6	<p>Safeguarding & Prevent Update The report as presented, had been fully discussed at the recent QS committee meeting. For reassurance to the Board, any student at risk is safely supported on the College sites. Regarding the Single Central Register, a rolling programme of three yearly DBS renewals had begun, and whilst not a legal requirement, it was felt to be best practice. The safeguarding lead governor confirmed to the Board that the single central record was up to date and that the report being presented was concise and well presented with no major issues. Resolved that the Safeguarding & Prevent report was received and noted by the Board:</p>	
5.7	<p>KPIs and Strategic Initiatives Tracker The Principal made brief reference to the KPIs for this year and the key strategic initiatives that have contributed to the progress made using the tracker for reference. Overall the Board felt that this was a critical document, and its use and continued development gave them confidence regarding these strategic initiatives but raised an issue with the use of wording 'complete' and 'on schedule' and their respective meanings. The FRC explained that the table would be fully completed at the end of July i.e. the end of the financial year, and this would then show certain 'on schedule' initiatives as being completed. The Chair re-iterated that the key issue was to know what was at risk assuming everything else was on course to be completed. Resolved that the Update on Strategic Initiatives Tracker was received and noted by the Board</p>	
5.8	<p>Audit Strategic Risk Register Although there had been no changes to the register subsequent to the Audit committee at which it was fully discussed, the Chair asked if this could be more fully explained at the next meeting and asked for this to be a separate agenda item. Internal Audit Plan Whilst it was agreed that the draft Internal Audit Plan presented at the recent Audit committee meeting, should be focussed on risk avoidance, current activity had insufficient focus on the opportunities afforded by the Strategic Plan. A discussion on this resulted in the agreement that as this plan did not have to be approved by the Board, the finalised version would be presented to the Audit committee in November for approval taking into account comments made. Use of College emails The FRC advised that for information security reasons, Governors should be aware that information that they receive in the course of their work as governors is the property of the</p>	

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	<p>College and this includes letters, emails, and board and committee papers. The Board agreed that going forward only college emails would be used for college business.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) the audit update was received and noted by the Board (ii) strategic risk register to be agenda item at next Board meeting (iii) use of private emails by governors to cease with immediate effect 	
5.9	<p>Finance Management Accounts 31 May 22</p> <p>The current financial health of the College was already very positive and with the injection of additional ESFA grant funding and the unexpected capital grant receipt with the projected outturn to be around break-even for the financial year. There were no recommendations from these accounts.</p> <p>Draft budget 2022/23 & Forecast 23/24</p> <p>The Draft budget 2022/23 & Forecast 23/24 had been fully discussed at the recent Finance & Resources (F&R) committee meeting where the following had been identified:</p> <ul style="list-style-type: none"> • Financial Health rating “outstanding” • Strong Balance Sheet with excellent net current assets and cash positions • Significant learner growth achieved during 2021-22 and applications for 22-23 looking reasonable • Good outcomes from recent capital bid applications • ESFA funding improved plus a significant rate/learner increase for 22-23 • The position for 23-24 is currently an estimate and will require further planning and assessment later in the year <p>The report drew attention to the following:</p> <ul style="list-style-type: none"> • The ESFA funding allocation for 22-23 is now agreed. • The income & Expenditure & Balance Sheet plan for 22-23 is for information currently and may be subject to change, especially given the current economic climate. • The key risk is staffing levels with expected increases in pay and non-pay expenditure. <p>The Chair briefed the Board on the conversations had at the F&R committee and asked for any comments. There were none and the Board approved the draft budget 2022/23 & Forecast 23/24 which has to be submitted to the ESFA by 31 July 22.</p> <p>Staff Pay Award</p> <p>The College was proposing a 3% pay award with effect 1 September 2022- The cost would be approx. £210k and is approx. 1.8% of college turnover and was recommended to the Board for approval. It was felt that this increase would help staff retention and additionally help with the cost of living issues. The Board referenced the recent proposals from the AoC at 2.5% plus one off consolidated payment for those staff who fell within the specified parameters. The Principal advised that the College was part of the SFCAs and therefore was awaiting their recommendations. There followed a lengthy discussion on the percentage to be awarded, the messaging around this, date that this could be backdated to and other percentage scenarios dependent on what other inflationary increases would be present in the next academic year e.g. utilities costs. Whilst the Board wanted to recognise the staff for their input, innovation and support during a difficult year it was felt to be more prudent to wait until the October Board meeting for a final decision on a pay award.</p> <p>Resolved that:</p> <ul style="list-style-type: none"> (i) The Management Accounts 31 May 22 were received and noted by the Board 	

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	<p>(ii) Draft budget 2022/23 & Forecast 23/24 was received and approved by the Board</p> <p>(iii) Staff pay award to be discussed at the October board meeting 5 October 22</p>	
5.10	<p>HR Update</p> <p>Staff Survey The staff survey 2022 was conducted with a response rate of 70.65%. All survey data was presented to the Board with some members noting that there were a few disengaged members of staff. A summary report had been prepared by the Principal (referenced in her presentation) to cover what the current position was, the plans going forward and their implications, any mitigations and what progress milestones the Board could expect to see. The Chair advised that this had been discussed at the F&R meeting and that it was essential to have engagement involvement and communication from both Principal and SLT with the stakeholders. The Principal was asked to circulate the presentation to Board Members for questions directly to the Principal copy the Chair. The results of the survey were to be communicated to staff on Friday 15 July. The Chair re-iterated that it was critical to have a greater level of precision and focus on this, identifying, where did this place the College and what were the next steps and that this would be further discussed at the next meeting.</p> <p>Resolved that:</p> <p>(i) the staff survey verbal update was received and noted by the Boar</p> <p>(ii) the staff survey summary report to be discussed at next Board meeting</p>	
5.11	<p>Documents for approval: All committees' terms of reference had been reviewed and recommend for re-approval. The Board so approved. The Board annual governance business cycle was presented for review, there were no questions.</p> <p>Resolved that:</p> <p>(i) The following terms of reference were received and re-approved by the Board: audit, finance & resources, quality and standards, governance & search and remuneration</p> <p>(ii) Board annual governance business cycle was received and noted by the Board</p>	
5.12	<p>Board and Committee membership update</p> <p>The current Chairs of committees' appointments were put forward for re-approval as they had the specialist knowledge and skills for their respective committees.</p> <p>Resolved that Board and Committee membership update was received, and the Board approved the Chairs of committees' reappointment for 2022-23</p>	
5.13	<p>Committee Chairs' feedback The Chair asked for any comments on the following Chairs' feedback reports which covered the following: GOVERNANCE & SEARCH COMMITTEE - 10 MAY 2022 – substantive items Review of Corporation Membership – Claire Bovill recommended to the Board for ratification. Support Staff election to take place in June. Student governor elections to take place in June, Review of Committee Membership: QS committee - once a term, two governors on a rotating base would take part in a focus group with students to be organised by SLT with an AOB. This to be actioned by Principal.</p>	

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Audit committee – the co-opted member was stepping down, now looking for a replacement with accountancy/audit qualification.

Chairs of Committee – recommended re-appointment of current chairs see item 5.11

Link Governors – to be further discussed at the Away Day in October, current system was not fit for purpose, brought into question what purpose it served and was it an efficient and proactive use of Board members' time.

Annual Corporation Training Plan 2021 – 2022 – discussed that blocks of training were useful before a board meeting but that tailored training plans might be of more use.

Chair's Appraisal - Chair's appraisal form to go out to all Board members in July with the Senior Independent Governor receiving the replies and running the appraisal process to include 15 min conversations with each board member.

Chair's Objectives – objectives for 22-23 agreed to cover: Board performance, strategy management, senior management development, network and influence and personal leadership and development.

External Board Reviews (including Corporation self-assessment questionnaire) - up-coming requirement to set up 3-yearly external Board Effectiveness Reviews to run alongside the annual self-assessment report (SAR). It is expected that the College is next reviewed in the 2023-2024 academic year and will most likely be January 2024. There will still need to be annual self-assessments in the interim and KPI targets of 100% return rate is expected and 80% is suggested for governor satisfaction with the effectiveness of the Board

Terms of reference – for approval under 5.11

Ombudsman - Siobhan McKee recommended to the Board for approval, has the relevant experience as a replacement to Mia Tritton stepping down – covered under item 5.0.

QUALITY AND STANDARDS COMMITTEE MEETING - 24 May 2022 – substantive items

Safeguarding - covered under item 5.6

Quality Improvement Plan (QIP) 2021/22 – of the 10 areas for improvement, several had been completed and the deep dives that were being conducted were covered under the presentations at the start of this meeting. A Peer Quality Review had been carried out recently, similar to a mini Ofsted confirming the self-assessment report as Grade 2 Good.

Teaching, Learning and Assessment Report – referenced deep dives already covered under 5.3. Training for academic staff in June and July 2022 will focus on a variety of topics. QIP RAG ratings going from amber to green, but that a recent Head of Quality report referenced that this was an area for improvement. It was felt that this was a question for a board meeting i.e. how to provide an overview with no calibration and reassurance for rate of improvement and therefore how realistic were expectations.

Stakeholder Surveys 20-21 - update on the actions undertaken/or underway. It was noted that the staff survey was not included in this but would do so in future.

Spotlight on Curriculum - progress update on some of the steps taken this year in meeting the strategic aims of the strategic plan under the headings of Students, Stakeholders, and Growth and Innovation.

Terms of reference – for approval under 5.11

AUDIT COMMITTEE MEETING – 6 June 2022 - substantive items

Internal Audit Pan – covered under item 5.8

Risk Register – covered under item 5.8

Health & Safety Report – a summary of the programme of work carried out since the march meeting was discussed including Covid risk assessment compliance.

Terms of Reference – for approval under 5.11

REMUNERATION COMMITTEE MEETING - 14 June 2022 - substantive items

Review of Principal's objectives 2021/2022 – the objectives were noted.

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	<p>Senior Post Holders' objectives for 2022/2023 – adoption of a new and phased step approach with actions to be taken against each of the objectives which were more detailed and related to performance.</p> <p>Remuneration of Senior Post Holders - pay to be lined up with the general staff as it was illogical to have a significant variance unless this was rectifying an anomaly.</p> <p>Succession Planning for Senior Post Holders – discussion on this and that a capability audit for a succession plan should be developed identifying the next steps.</p> <p>Terms of reference – for approval under 5.11</p> <p>FINANCE & RESOURCES COMMITTEE MEETING – 28 June 2022 - substantive items Management Accounts May 2022 and Draft budget 2022/23 & Forecast 23/24 – covered under item 5.8. Pay Award recommendation 22/23 – covered under item 5.8 Estates and Infrastructure – R1 refectory seating capacity to be increased by at least 50%. Work to be carried out by Morris & Blunt who are undertaking the T Level work in D5. Catering - Chartwells as the only interested party to the tender to continue for one more year. HR Report & Employment Law update – the compensation limits had been revised for unfair dismissal and the amounts increased. The staff survey and recruitment is covered under item 5.10. Terms of Reference – for approval under 5.11</p> <p>The Board raised the issue of link governors which will be discussed at the Governors Away Day.</p> <p>Resolved that the following Committee Chairs' feedback were received and noted by the Board:</p> <ul style="list-style-type: none"> (i) Governance & Search (ii) Quality & Standards (iii) Audit (iv) Remuneration (v) Finance & Resources 	
5.14	<p>Board Self-assessment The Chair stressed that all Board self-assessments were to be completed and returned to the Clerk within next two weeks.</p>	
5.15	<p>Any Other Business There was no other business.</p>	
5.16	<p>Board Impact The Chair thanked the governors who had emailed him with a summary of activities that they had undertaken prior to the Board meeting as evidence of governor engagement for external agencies.</p>	
5.17	<p>Board Conduct of Meeting The Board all felt that this had been a very positive and constructive meeting.</p>	
5.18	<p>Items to be taken forward to next Board meeting:</p> <ol style="list-style-type: none"> 1. Strategic Risk Register 2. Staff Pay Award 3. Staff survey summary report 	
	<p>Date and Time of Next Meetings:</p> <ul style="list-style-type: none"> • 10 October 2022 to be held directly after the away day offsite. 	



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	Close of Meeting The meeting closed at 20.05	
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