

## The Henley College Board

<b>MINUTES of the Meeting of the Board held on Monday 10 October 2022 at 18.00 at the Learning Centre, Henley College</b>		
<b>BOARD:</b> Mike Aston Rebecca Chandler-Wilde Satwant Deol Asma Jahan Tim Lincoln James Lingard  Vince Maltese Rena Rani Andrew Unsworth Lizzie Watts Charles Wiggin Lucy Fox Pip Goodman	Independent Member/Chair Independent Member Principal Staff Governor Independent Member Independent Member/Vice Chair & Safeguarding Lead Independent Member Independent Member Staff Governor Independent Member Independent Member Student Governor Student Governor	<b>SLT BY INVITATION:</b> Eamonn Egan - Vice Principal (VP) Mark Griggs - Finance & Resources Controller (FRC)  <b>CLERK:</b> Jacky Gearey
Item	Opening of Meeting and Welcome	Action by
	The Chair opened the meeting at 18.05 and welcomed the two new student governors to their first meeting and those present formally introduced themselves.	
	<b>Apologies for Absence</b> Apologies had been received from: 1. Brian Fennelly – out of country 2. Claire Bovill – out of country 3. Chris Murray	
	<b>Declaration of Interests</b> Lizzie Watts declared her interests as a Director of Accreditation and Standards at Pearsons and a member of workstream 3 of the Foundation of Education Development.  Rena Rani declared her interests as a consultant at London Southeast Colleges Group.  There were no other declarations of interest.	
1.1	<b>Minutes of Previous Meeting</b> (i) Minutes of meeting of 11 July 2022  The Board approved the minutes of 11 July 2022 as an accurate record of the meeting held  <b>Resolved that the Board approved the minutes of 11 July 2022 as an accurate record of the meeting held.</b>	
1.2	<b>Matters Arising from the Minutes (unless covered by the agenda)</b> <b>Item 5.3</b> (i) provide information on how the Principal will monitor and access the effectiveness of the talent programme. Principal to ask Ty Sterry to provide an update and advise the Board accordingly (ii) contact Head of Enterprise re training packs – VM had made contact and was waiting feedback. It was suggested that VP set up a call to close this off. <b>Item 5.9</b> - Staff pay award – see item 1.6 <b>Item 5.10</b> – Staff survey summary – see item 1.6	

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	<p><b>Item 5.14</b> – Board self-assessment – to be discussed at the Board Performance Away Day. The Chair said that the aim of that day was to get the best out of Board output. A steering group meeting had taken place and had provided feedback, views, suggestions and a very good level of engagement. How the day would be run which would include workshops and interactions around excellence would be disseminated to the Board nearer the time.</p> <p>Additionally the Chair referred to the pilot governors open day that had been agreed with the Principal and SLT to be held 14 November starting at 09.45 – 14.15. A placeholder had been sent by the Clerk for this event which all governors were strongly encouraged to attend as it would provide the opportunity to see a range of subject deliveries and informally meet both staff and students.</p> <p>All other matters had been closed off and there were no further matters arising.</p>	
1.3(a)	<p><b>Principal's Report</b></p> <p>The Principal went through her report highlighting the following:</p> <ul style="list-style-type: none"> <li>• college enrolment is 15% up</li> <li>• the Open day is currently full</li> <li>• the overall achievement results for 21/22 were similar to that of 2018/2019 as last year was a partial return to normal examinations.</li> <li>• overall student attendance for 2021/22 was below the target 88%, however Covid had caused a drop of 3%. The 2022/23 target for student attendance is 89%.</li> <li>• recent deep dives in Engineering and Computing had been very positive with high attendance.</li> <li>• Estates programme of improvements over the summer has continued, including the refurbishment of R1 main reception area to provide more social space for students and the new mini hospital ward to accommodate the new T Level.</li> </ul> <p>The Principal then went through her presentation which included a selection of student good news stories and the very positive parental feedback about how the College had helped their children to achieve their results.</p> <p>The Chair thanked the Principal for her comprehensive report and the work done by her staff.</p> <p><b>Resolved that the Principal's Report and Presentation were received and noted by the Board.</b></p>	
1.3(b)	<p><b>Student Governor Report</b></p> <p>The student governors at their first meeting provided a verbal update noting the following positives:</p> <ol style="list-style-type: none"> <li>1. Year groups 1 &amp; 2 were settling in well and there had been plenty of support from both staff and other students</li> <li>2. The students found the College to be very inclusive with a place for everyone</li> <li>3. The new timetables were taking time to bed in and had caused some issues for Year group 2 only as this was a change from last year</li> <li>4. Enrichment timetable – it was suggested that this be released two weeks after the academic timetable to ensure that there were no clashes. VP said he would pick this up.</li> <li>5. Girls football club – advised that this is being set up and developed to run alongside the boys' elite. Board thought this was an excellent proposition and fully supported this.</li> </ol> <p><b>Resolved that:</b></p> <p><b>(i) the Student Governor verbal report was received and noted by the Board</b></p>	

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	<p><b>(ii) VP to look at the timings of the Enrichment timetable to try to ensure there are minimal clashes with the academic timetable.</b></p>	
1.4	<p><b>Management Accounts</b></p> <p>The final outturn, shared with the auditors at year end was a surplus of £351k for 2021-22. The pay costs were significantly under budget, representing 63% of income at year end due to the difficulties in recruiting suitable staff to the vacant posts in year. However since the presentation of the 2022-23 budget, there has been significant changes to the expected energy costs, and this has impacted the College's provision of transport for students, electricity and heating for the two sites. The cost of coaches has increased by £70k since last year with the addition of a new coach route to support students getting to College. The combined gas and electricity costs last year amounted to £180k, and is now forecast at £285k taking into account the energy cap. There has been significant cost increase to the examination costs, of £110k as a result of the increase in students and number of exams being taken.</p> <p>The Board then asked about the staff pay award and the FRC explained that this had been discussed at a recent F&amp;R committee meeting where three scenarios had been presented. The committee had asked for the feedback from the unions, the staff focus groups and the cost for one off payments, to be provided before a decision would be made. The Chair asked that this paper to include the percentage recommended to be sent to the Board within the next two weeks. Both Principal and FRC agreed that this would be done.</p> <p><b>Resolved that:</b></p> <p><b>(i) the Management Accounts were received and noted by the Board</b></p> <p><b>(ii) Principal/FRC to provide a paper detailing the feedback from the unions, the staff focus groups, the cost for one off payment and the possible revised percentage recommendation. This to be sent to the F&amp;R committee for review and approval by 24 October 2022 before going to the Board</b></p>	
1.5	<p><b>Strategic Initiatives Tracker</b></p> <p><b>(i) Against KPIs (including benchmarked info on attendance performance)</b></p> <p>The report demonstrated at various points throughout the year, how the College is performing against the predetermined annual KPI's. These areas are based around curriculum performance, financial targets and HR outcomes. The KPI's for the end of 2021-22, have been updated where known, however, certain data will not be available until the submission of the final student data return ILR14 in late October, where most of the RAG rating will probably change to green. The financial KPIs have already been covered under item 1.4 and the staff survey is to be discussed under item 1.6. The Board discussed the RAG rating of amber for KPIs noting the meaning associated with the colour coding but asked for a clearer definition as there had been some confusion regarding degrees of progression. The issue of using a progressive target for student attendance was discussed and agreed that this would be incrementally increased i.e. 88%, 89% and then 90%. The VP and FRC said that the comments were noted, and action would be taken.</p> <p><b>(ii) Strategic initiatives tracker</b></p> <p>The updated strategic initiatives tracker provided the Board with the progress on the delivery of the Strategic Plan against the aims and what additional actions are needed to get back on track. The Principal referred to the progress made on adult blended learning under aim 1 concerning the delivery of an exceptional student experience. There followed a very lively discussion on the level of employee engagement referred to under aim 2 – Staff and the colour coding used to show on track and progression. Whilst the Board commended the SLT on the work it still needed a thorough review to ensure that there were tangible measures for all</p>	

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	<p>items e.g. celebrating diversity.</p> <p>Going forward, the FRC advised that the intention is to provide a termly tracker which will feed into the separate 'in year' tracker showing the progress by term. Whilst this was thought to be a good idea, The Board expressed the wish to only see the 'in-year' tracker.</p> <p><b>(iii) Update on quality improvement review</b></p> <p>The VP confirmed that the Interim Head of Quality had conducted deep dives and observations of TLA across a range of curriculum areas as notified at the last Board meeting and the recent QS committee meeting. The four main areas identified that required the College to implement improvements are:</p> <p><b>GCSE Maths</b> – there had been significant staffing issues in this area, which resulted in low attendance at some sessions however the recruitment of more experienced teachers plus the newly appointed attendance officers will support the GCSE teaching team, additionally action had been taken to include this in the curriculum area review meetings. The Board were concerned that this might be an under performance issue, however the VP reassured them that this was not the case but a management issue as recruiting good Maths teachers was very challenging across the sector. Further discussion then centred on what were the leading indicators, and how to show this was improving.</p> <p><b>Overall student attendance</b> for 2021/22 was 4% below the target 88%. The 2022/23 target for student attendance is 89%.</p> <p><b>Level 2 provision</b> – In 2021/22, the College offered four courses at Level 2 in Engineering, Business, IT and Health &amp; Social Care. Level 2 in Engineering and Business provision is sound. Health and Social Care and IT had issues which impacted attendance and achievement; however action had been taken to address this.</p> <p>A point raised was that the issue of poor GCSE Maths, overall student attendance and Level 2 affected in the main the same students. The Board noted this.</p> <p><b>Value Added</b> - Overall student achievement across the country dropped in 2021/22 to outcomes more in line with 2018/19 and the College overall student achievement was in line with the national picture.</p> <p><b>(iv) Value proposition</b></p> <p>The Chair explained that the value proposition was still being developed and was a statement that clearly identified the College's benefits and what it will deliver to the students. Moreover a well-crafted value proposition will differentiate the College in the marketplace and among its target audience. The Value proposition will be circulated in its final stage.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li><b>(i) the Update on Strategic Initiatives Tracker was received and noted by the Board</b></li> <li><b>(ii) KPIs:</b> <ul style="list-style-type: none"> <li>o <b>RAG amber rating - meaning to be clarified. FRC to action.</b></li> <li>o <b>progressive target for student attendance to be incrementally increased i.e. 88%, 89% and then 90%. VP to action</b></li> </ul> </li> <li><b>(iii) the Board noted that the issue of poor GCSE Maths, overall student attendance and Level 2 affected in the main the same students</b></li> </ul>	
1.6	<p><b>HR Update</b></p> <p><b>Staff Survey</b></p> <p>At the F&amp;R committee meeting held in September, the committee had referenced some issues around the staff survey that had not been resolved. Whilst the Board appreciated there had</p>	

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	<p>been issues with the change in HR personnel, the information requested had not been fully provided with the Chair re-iterating 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 all board meetings as a standing agenda item. The Chair asked for the Board's immediate comments on the report albeit not all had had access to it due to technical reasons. Comments covered the answer options (make it easier to either strongly agree or disagree), consider the type of questions being asked, what was the holistic approach, and consideration of the issues of dismissing neither agree/disagree. It was felt that the action plan was overly complicated and that the aim to assess the approach to people management with a clear strategy had been hampered with the changes of HR senior management.</p> <p><b>Staff Pay Award</b> This had been covered under item 1.4.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li><b>(i) the staff survey update was received and noted by the Board</b></li> <li><b>(ii) Staff survey to be a standing agenda item for all board meetings</b></li> </ul>	
1.7	<p><b>Safeguarding &amp; Prevent Update</b> The draft safeguarding policy presented had been discussed at the recent QS committee meeting. The finalised policy would be presented to the Board in December for approval once the final draft had been reviewed by the QS committee in November. There were no other issues for discussion.</p> <p><b>Resolved that the Report on the Safeguarding &amp; Prevent report was received and noted by the Board</b></p>	
1.8	<p><b>Board and Committee membership update</b> <b>Board</b> The following updates were provided:</p> <ul style="list-style-type: none"> <li>• Independent – there was still currently one independent vacancy, however an approach had just been made to the Black Leadership Foundation for assistance on this looking for a candidate with FE knowledge/skills set.</li> <li>• Parents – a request for any expressions of interest went out and there have been several replies. The Chair was in the process of speaking to them about the role and direction of the College.</li> <li>•</li> </ul> <p><b>Committee Membership</b> Audit Committee – an advert for any expressions of interest has been put onto the College website for a co-opted member with specific audit experience.</p> <p><b>Chair's Assessment</b> The Senior Independent Governor (SIG) advised that he had spoken to the Chair in August, based on the input from governors and the SLT. The Chair had found the feedback really useful and appreciated that this was an essential element of the governance process. The Chair wished to have minuted his thanks to the SIG for undertaking this work.</p> <p><b>Resolved that Board, Committee membership update and the Chair's assessment were received and noted by the Board</b></p>	
1.9	<p><b>Committee Chairs' feedback</b></p>	

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	<p>The Chair asked for any comments on the following Chairs' feedback reports which covered the following:</p> <p><b>Governance &amp; Search committee – 26 September 2022</b> – substantive items:  Review of Board &amp; Committee Membership – covered under item 1.8  Link Governors - to be further discussed at the Away Day in December. Suggested that it would be beneficial to the Board to have a link governor per curriculum area as part of good governance.  Board Attendance - Board attendance rate 90% and committee attendance rate 85%. The move to fully remote committee meetings has had a significant positive impact. Committee wished to record their appreciation for all governors that had secured the high attendance figure.</p> <p><b>Finance &amp; Resources committee meeting – 30 September 2022</b> – substantive item discussed under 1.4 and 1.6.</p> <p><b>Quality and Standards committee meeting – 3 October 2022</b> – substantive items:  <b>Safeguarding</b> - covered under item 1.7  <b>Student Outcomes</b> – covered under item 1.5  <b>Quality Improvement Plan (QIP) 2021/22</b> – covered under item 1.5  <b>Spotlight on Curriculum</b> - 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 covered Skills Builder and personal development programme, working with 6 psychologists from Brunel University to help support tutors and moving ahead with Level 4 and T-Levels in Engineering and Computing - under item 1.5</p> <p><b>Resolved that the following Committee Chairs' feedback were received and noted by the Board:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Governance &amp; Search</b></li> <li>(ii) <b>Finance &amp; Resources</b></li> <li>(iii) <b>Quality &amp; Standards</b></li> </ul>	
1.10	<p><b>Any Other Business</b>  There was no other business.</p>	
1.11	<p><b>Board Impact</b>  Deferred until the Board Away Day on 5 December 2022</p>	
1.12	<p><b>Board Conduct of Meeting</b></p> <p>The Board all felt that this had been a very positive and constructive meeting with valuable, open discussion especially on governance and transparency of the issues raised. Additionally the student governor input was highly valued. The Board appreciated the challenges of strategic verses operational questioning but felt that with a more succinct agenda with concise SLT reports would allow more time to be spent on staff and student feedback facilitating Q&amp;A.</p>	
1.13	<p><b>Items to be taken forward to next Board meeting:</b></p> <ul style="list-style-type: none"> <li>1. Safeguarding Policy</li> <li>2. Staff Survey</li> </ul>	
	<p><b>Date and Time of Next Meetings:</b></p> <ul style="list-style-type: none"> <li>• 5 December 2022 to be held directly after the away day offsite.</li> </ul>	



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	<b>Close of Meeting</b> The meeting closed at 20.23	
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