



HADLOW
COLLEGE

Innovation. Experience. Excellence.

MINUTES OF THE PART I MEETING OF THE BOARD OF GOVERNORS

HELD 10 DECEMBER 2009

Present:	Mr H Guntrip	Chairman
	Mr J Bolas	
	Mr J Boxall	
	Ms T Bruton	
	Mr G Charlton	
	Mr N Coffin	Vice Chairman
	Mr P Dubrow	
	Mr P Hannan	
	Mr B McNicoll	
	Ms L Monteiro	
	Dr M Noble	
	Ms S Pearse	
	Mr L Vincent	
	Ms M Wakeling	
In attendance:	Mr J Allen	Clerk to the Governors
	Ms L Brown	Vice Principal
	Mr M Lumsdon-Taylor	Director of Finance & Resources

The meeting commenced at 09.00.

Section A: Formal Agenda Items

APOLOGIES, QUORACY & DECLARATION OF INTERESTS

1. Apologies were received from Mr V Patel, Mr P Morris and Ms A Robinson. The Clerk confirmed that the meeting was quorate. There were no declared interests against any agenda item.
2. The Principal reported on the tragic death of Pam Davey, the College's Skills for Life Faculty Manager. The Chairman confirmed that he would be attending the funeral on behalf of the Board and that following the funeral being held today, a memorial service will be held next Monday which will be attended by Pam's daughters. A memorial bench will be dedicated to Pam's memory. The Vice Principal confirmed that the offer of counselling support has been made to staff and students. Members asked for the minutes to record their condolences to Pam's family and friends.

MINUTES

3. It was **RESOLVED** that the minutes of the meeting of the Board held 9 July 2009 be approved and signed by the Chair as a correct record.

SUMMARY ACTION LIST & MATTERS ARISING

4. The '*Summary Action List*' was received (copy attached to the signed minutes) and the following updates were recorded.

MIN REF	DETAILS OF RESOLUTION/ACTION POINT	UPDATE AS OF 10/12/09
87	The Clerk confirmed that governor link allocations for 2009/10 will be confirmed at the October Stewardship Day.	Links confirmed at the Stewardship Day held 22/10/09
89(ii)	Further briefing and training to be made available to governors on safeguarding where the emphasis is now on for the need of institutions to be more proactive about protecting students and staff.	Training made available at the Stewardship Day held 22/10/09
89(v)	To make available a 'Learner Voice' evaluation.	The Strategy & Performance Committee at its meeting on 5 November 2009 agreed to schedule the annual learner evaluation report at the March Board meeting.
102	To approve delegated authority to the F&GP Committee to approve the business case and any associated lease arrangements for the following projects: <ul style="list-style-type: none"> • Princess Christian Farm • Farm Shop at Marchants • Cozenton Project <p>With any use of delegated authority being reported to the Board.</p>	Approval for the three projects under delegated authority was confirmed at the Finance & General Purposes Committee meeting held 12 October 2009 - see agenda item 12(i)

REPORT FROM THE GOVERNANCE & SEARCH COMMITTEE

5. The College report '*Unconfirmed minutes of the meeting of the Governance & Search Committee held 22 October 2009*' was received (copy attached to the signed minutes). It was **RESOLVED** to:
- (i) Approve the appointment of Laurence Vincent and Abigail Robinson as the two student governors for the period 1 September 2009 to 31 July 2010;
 - (ii) Approve the re-appointment of Mr Vino Patel as an External Governor for the period 15 December 2009 – 14 December 2013; and
 - (iii) To note the unconfirmed minutes of the meeting held 22 October 2009.

Section B: Agenda items of Strategic/High Importance

STRATEGIC PLAN & OPERATING PLAN 2009-10

6. Two College reports were received under this agenda item (copies attached to the signed minutes):
- Exceptional Report on the Implementation of the 2009-10 Operational Plan
 - Progress Update on the College Strategic Plan 2010-2013
7. Three amber assessments were reported in the exception report, these being on additional learning support, literacy & numeracy, and value added. A progress update was made available. It was confirmed that ALS needs are being met in a more timely manner. Key skills data shows an 25% improvement from 2007/08 with a success rate of 52% for 2008/09. Value added systems have been updated with training having taken place for all personnel tutors.

8. The update on the Strategic Plan 2010-2013 confirmed the remaining actions and timetable for focus group meetings with key stakeholders with confirmation given that the process is on schedule for the Strategic Plan to be approved at the July Board meeting.
9. It was **RESOLVED** to note both reports.

SELF ASSESSMENT

10. Two College reports were received under this agenda item (copies attached to the signed minutes):
 - Governance Self Assessment Report 2008/09
 - College Self Assessment Report 2008/09
11. The Corporation has approved a range of key performance indicators supported by 21 targets that measure both corporate and governance effectiveness. Based on published information from the work of the Corporation's Committees, the Clerk produced a commentary on performance against the performance indicators and key targets. The report concludes with a commentary on overall performance.
12. Governors noted the assessment that governance is 'Outstanding'.
13. The College Self Assessment Report 2008/09 has been structured around the new Common Inspection Framework (CIF). Attached to the report was a summary of the internal and external validation process used to validate the proposed self assessment grades. The Vice Principal introduced the College Self Assessment Report with a short presentation.
14. Members noted the following self assessment grade profiles:

Overall effectiveness of provision	Grade 1
Capacity to improve	Grade 1
Outcomes for Learners	Grade 1
Quality of Provision	Grade 1
Leadership and Management	Grade 1
Equality and Diversity	2
Safeguarding	1
Subject Areas	Grade
Countryside & Fisheries	2
Animal Management & Agriculture	2
Equine	1
Horticulture and Floristry	1

Higher Education	1
Skills for Life	2
Work-based Learning & Business and Community Development Unit	2
Schools	2
Governance	1
Cross College Grades	
Estates & Maintenance	1
Equality & Diversity	2
Facilities and Events	2
Finance	1
Human resources	2
IT	2
Student Support Services	1
Registry	2
Marketing	1

15. The presentation made available by the Vice Principal posed the following questions for Governors to consider:
- How effectively is the College demonstrating that it is Grade 1?
 - Are we able to demonstrate that we are Grade 1?
 - Consideration that 'outstanding' is not perfection – are we too hard on ourselves?
16. Governors were of the view that the data supports a Grade 1 and that the external feedback received through the validation process also supports the view that the College is outstanding in what it delivers to its learners. No organisation is perfect, and where weaknesses have been identified, the College has an excellent track record in seeking improvement. The culture of openness, honesty and transparency encourages a self-critical approach. The easy approach would be to say we are good, but as we believe we are outstanding with the evidence base to support this, then the College's self-assessment process must reflect this position.
17. A lengthy discussion took place on the combing of faculty areas into 4 specific curriculum areas. It was confirmed that this was done on the basis of a number of factors including learner numbers, closeness of curriculum offer and discussions with inspectors. For example, agriculture only has some 27 learners so this would not be sufficient in numbers to warrant to be inspected separately by Ofsted. Of
18. A discussion took place on the particular issues facing agriculture and it was confirmed that this would be one of the key areas for improvement with actions and monitoring arrangements confirmed in the Quality Improvement Plan that will be subject to on-going review at each meeting of the Strategy & Performance Committee. The issue was around the foundation programme (impacting on 9 of the 27 agriculture learners), not Level 3 provision which is in-line with national

benchmark data. The Vice Principal confirmed that the target was to achieve good or better provision in agriculture by the end of the academic year 2010/11.

19. Governors made the request that additional help and support must be given to the Curriculum Manager for Animal Management as she was not the curriculum manager for agriculture during 2008/09, the period to which the self assessment report refers to. Assurances were given by both the Principal and Vice Principal that this would be done.
20. The College SAR identified 4 key areas for improvement, these being:
 - Improve success rates in key skills
 - Improving satisfactory teaching & learning to good and outstandings
 - Improve learner attendance, especially at outcentres
 - Improve Foundation Level 1 Agriculture success rates
21. As previously discussed, these four key areas for improvement will be the focus of the College's Quality Improvement Plan (QIP). The following areas for development will also feature in the QIP:
 - Outcentre manager – to improve attendance and retention at outcentres through excellent pastoral care
 - Senior Pastoral Lead – to lead on a more consistent approach to pastoral care including one to one tutorials and improve attendance, retention across the College
 - Continue to develop one to one tutorials to ensure consistency across College
 - Develop our value added system
 - Gathering of destination data – alumni site
22. It was **RESOLVED**
 - (i) To approve the self-assessment grade profiles and, subject to amendments still to be made, the College's Self Assessment Report 2008/09; and
 - (ii) To approve the Governance Self Assessment Report 2008/09.

ANNUAL SAFEGUARDING REPORT

23. The College report '*Annual Review of Statutory Child Protection Arrangements*' was received (copy attached to the signed minutes). The Clerk confirmed that at the March 2005 meeting the Board received the first review of how the Board was discharging statutory responsibilities confirmed in the Children's Act. It was agreed to conduct annual reviews at each subsequent December Board meeting. The report provided a commentary against each of the ten statutory obligations required of the Board. In addition the report confirmed that there were no reported Child Protection disclosures during 2008-09 but an allegation was made against a member of staff who, after an investigation, was subsequently dismissed. The matter was reported to the appropriate authority.

24. It was **RESOLVED** to note the report and for the next review to take place in December 2010.

AUDIT & FINANCE

25. Two College reports were received (copies attached to the signed minutes):
- Annual Report from the Audit Committee
 - Financial Statement & Annual Report Year Ended 31 July 2009
26. The Chair of the Audit Committee referred all Members to the Annual Report 2008/09 from the Audit Committee as this provided an overall summary of all the key documents being presented to the Board for approval. The Chair confirmed that all reports being presented to the Board have been subject to detailed scrutiny by the Audit Committee.
27. The Annual opinion of the Audit Committee for 2008/09 is summarised as follows:
- Based upon the work and the opinions made available to the Audit Committee from the internal audit service and the financial statement auditor, and in particular after considering the Internal Audit Annual Report and the reports from the Financial Statement Auditor, the Committee is satisfied that the College's whole system of internal control meets and exceeds required standards. The Committee is satisfied that where weaknesses have been identified they have been responded to in an appropriate and timely manner.*
28. The Financial Statement & Annual Accounts for the year-ended 31 July 2009 have been subject to review by the F&GP Committee. The College achieved a strong operational surplus for 2008/09, the 6th year of a consecutive operating surplus. The draft accounts confirm a College operating surplus of £356k with College reserves of £8,527,000. The College's turnover grew by 15% during 2008/09.
29. After discussion it was **RESOLVED**
- (i) That the '*Internal Audit Annual Report for 2008/09*' be approved and forwarded to the Audit Service of the LSC;
 - (ii) That the '*Financial Statement & Regularity Auditors Audit Findings Report for 2008-09*' be approved and submitted to the LSC;
 - (iii) That the '*Audit Committee's Annual Report 2008/09*' on the College's whole system of internal control be noted; and
 - (iv) That the Board approves the '*Financial Statement & Annual Report 2008/09*' and authorises the Chairman to sign the Report on behalf of the Board.

MONITORING OF COLLEGE PERFORMANCE – OVERALL SUMMARY ASSESSMENT OF COLLEGE PERFORMANCE & ASSESSMENT OF RISK

30. The College report '*Monitoring of College Performance – Overall Summary Assessment of College Performance & Assessment of Risk*' was received (copy attached to the signed minutes). The monitoring framework approved by the

Board requires the overall assessments undertaken by each Committee during the term to be made available to the Board.

31. It was **RESOLVED** to note the following overall summary of College performance and assessment of risk:

1	The Student Experience, Teaching & Learning (Agreed by the Strategy & Performance Committee)	No concern/risk
2	Financial & Estates (Agreed by the F&GP Committee)	No concern/risk
3	Audit (Agreed by the Audit Committee)	No concern/risk
4	Staff & Human Resources (Agreed by the F&GP Committee)	No concern/risk
5	Governance, Leadership & Management (Agreed by the Governance & Search Committee)	No concern/risk

Section C: Minutes and any resolutions arising from the Committees

REPORT FROM THE STRATEGY & PERFORMANCE COMMITTEE

32. The College report '*Unconfirmed minutes of the meeting of the Strategy & Performance Committee held 5 June 2009*' was received (copy attached to the signed minutes). The Chairman confirmed that the Committee received and considered reports on:

- Strategic Plan 2010 - 2013
- Quality Improvement Action Plan
- Student Success Rates 2008/09
- Lesson Observation profile 2008/09
- Student Attendance
- College Self Assessment Report
- Draft Higher education Strategy
- Monitoring of College performance in the areas of student experience, teaching & learning

33. It was **RESOLVED** to

- (i) Approve the Draft HE Strategy; and
- (ii) To note the unconfirmed minutes of the meeting of the Strategy & Performance Committee meeting held 5 November 2009.

REPORT FROM THE AUDIT COMMITTEE

34. The College report '*Unconfirmed Minutes of the Audit Committee held 26 November 2009*' were received (copy attached to the signed minutes). The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Audit roll Forward Action Plan

- Internal Audit Annual Report 2008/09
- Internal Audit Strategy & Audit Plan 2009/10
- Financial Statement & Regularity Audit Findings Report
- Financial Management & Control Evaluation (FMCE)
- Termly Report on Risk Management
- Annual Review of Value for Money
- Annual report 2008/09 from the Audit Committee
- Monitoring of College performance in the area of audit
- Annual review of the financial auditor (Baker Tilly)

35. It was **RESOLVED**

- (i) To approve the extension of the current contract of both audit services for a further year to 31 July 2011; and
- (ii) To note the unconfirmed minutes of the Audit Committee meeting held 26 November 2009.

REPORT FROM THE FINANCE & GENERAL PURPOSES COMMITTEE

36. The Corporation received three sets of minutes for meetings of the F&GP Committee that took place this term. These being:

- Minutes of the meeting of the Committee held 13 October 2009 where under delegated authority authorised at the July Board meeting the Committee approved the business plans for the following projects:
 - Farm Shop
 - Princess Christian Farm
 - Cozenton project
- Part I minutes and Part III minutes of the meeting of the Committee held 12 November 2009 where the following topics were discussed:
 - Financial Statement & Year-end Accounts
 - Management Accounts/Financial Performance Report
 - Annual HR Report 2008-09
 - Tenders
 - Student Union Accounts
 - Health & Safety
 - Capital Portfolio (Declared confidential with minutes recorded separately)
 - Monitoring of College performance in the area of finance and estates.

37. During discussions it was agreed that a meeting of the Estates Committee should be arranged for late February in order to review in more detail issues around priority campus works before the draft of the College's Property Strategy is considered at the next meeting of F&GP.

38. It was **RESOLVED** to note the three sets of minutes from the meetings of F&GP held during the term.

ANY OTHER BUSINESS

39. There was no other business.

DATE OF NEXT MEETING

40. Thursday 25th March 2010 @ 09.30

The meeting closed at 11.15.

Signed: _____ Date: _____

CURRENT SUMMARY ACTION LIST

MIN REF	DETAILS OF RESOLUTION/ACTION POINT	WHO	REVIEW DATE
37	A meeting of the Estates Committee should be arranged for late February in order to review in more detail issues around priority campus works before the draft of the College's Property Strategy is considered at the next meeting of F&GP.	DoF	25/3/09
48 (iii)	To make available at the next meeting of F&GP financial models and sensitivity analysis to support college management restructure.	DoF	25/3/09