

**HADLOW COLLEGE**  
**MINUTES OF THE MEETING OF THE BOARD OF GOVERNORS**  
**HELD 13 MARCH 2008**



Present:	Mr H Guntrip	Co-opted & Chair
	Mr J Bolas	Co-opted
	Mr G Charlton	Business
	Mr N Coffin	Business & Vice Chair
	Mr P Hannan	Principal
	Ms A Hedges	Student
	Mr B McNicoll	External
	Mr V Patel	Business
	Ms J Norris	Student
	Ms S Pearse	Business
	Mrs J Percy	Local Authority
	Ms M Wakeling	Staff
	Mr P Wilson	Business
In attendance:	Mr J Allen	Clerk to the Governors
	Ms L Brown	Vice Principal
		Ms L Davies-Holmes Equality & Diversity Manager (for minutes 70 - 72 only)

The meeting commenced at 09.35.

**APOLOGIES & DECLARATION OF INTERESTS**

43. Apologies were received from Mr J Boxall, Mr P Dubrow, Mr D Somers, Mr S Gleave and Mr M Lumsdon-Taylor (Director of Finance). There were no declarations of interests.

**MINUTES**

44. It was **RESOLVED** that the minutes of the meeting of the Board held 10 December 2007 be approved and signed by the Chair as a correct record.

**SUMMARY ACTION LIST & MATTERS ARISING**

45. The College report '*Summary Action List*' was received (copy attached to the signed minutes).
46. It was noted that the two action points relating to CRB Checks for governors, Terms of Reference for the Curriculum Strategic Planning Group are agenda items. The Clerk confirmed that the third action point has been completed with the annual evaluation of the learner Involvement Strategy scheduled to take place at the autumn meeting. The final action point, to receive a presentation '*Why Farming Matters*' has been deferred to the July Board meeting.
47. It was **RESOLVED** to note the report.

## BOARD MEMBERSHIP

48. The College report from the Clerk '*Board Membership*' was received (copy attached to the signed minutes).
49. The December Board meeting approved the appointment of Mr Stuart Gibbons as a co-opted Governor and agreed the appointment of Mr Bob McNicoll to serve as a non-governor member of the Audit Committee with the view of confirming this as a full governor appointment when the next vacancy occurred.
50. Mr Stuart Gibbons has since informed the College that he cannot take up the offer of becoming a governor and he thanked the Board for giving him consideration.
51. The Clerk has received notification of the resignation of Mr S Gleave and this will take effect as and when a replacement for Mr Gleave can be recommended to the Board.
52. It was **RESOLVED:**
- (i) To appoint Mr Bob McNicol to serve as a governor of the College for the period 13 March 2008 – 12 March 2012;
  - (ii) That the Board notes the resignation of Mr S Gleave that will become effective as and when a replacement governor has been appointed, and to thank Mr Gleave for his services given to the College; and
  - (iii) To note the report.

## REVISED INSTRUMENT & ARTICLES

53. The College report from the Clerk '*Revised Instrument & Articles*' was received (copy attached to the signed minutes). The report provided the Board with a summary of the revisions that have been made to the Instrument & Articles of Government that were introduced 1 January 2008.
54. Following a review of the report, it was **RESOLVED:**
- (i) To agree the following Determination of Board Membership with effect from 13 March 2008:  

Determination of 17, consisting of the following categories:	
Staff Governors	1
Student Governors	2
Principal	1
External Governors	13

(External governors including previous categories of Business, Local Authority, Community and Co-opted)
  - (ii) To agree the definition of 'approved minutes' to be when the Committee or Corporation, has formally resolved to approve the

minutes and has authorised the Chairman to sign them as an accurate record;

- (iii) The Principal to make available to the Strategy & Performance Committee the College's '*Quality Strategy*' and for the Committee to review this before the Board is asked to approve the strategy;
- (iv) To consult with senior post holders on any proposals from the AoC arising from there no longer being the requirement to have separate policies for grievance, disciplinary and dismissal of senior post holders;
- (v) To approve the revised '*Governor Appointment & Re-Appointment Policy*'; and
- (vi) To note the report.

## **MONITORING OF STRATEGIC OUTCOMES**

55. The College termly '*Strategic Monitoring Report*' was received (copy attached to the signed minutes) and the Principal presented the report. The report confirmed 2006-07 out-turn, 2007-08 targets, performance to date against these targets; and estimated out-turn. The following key points were noted:
- 588 recruited 16-18 year olds against the LSC target of 541
  - 350 estimated recruitment for 19+ against the target of 325. The Committee noted the possibility of this target not being met
  - 536 HE starts against the target of 505
  - The Board noted the possibility of the WBL recruitment target not being met.
  - The Board welcomed the continuing confirmation of financial category 'A'.
56. It was **RESOLVED** to note the report.

## **OPERATIONAL PLAN 2007-08**

57. The College report '*Exceptional Operational Plan 2007-08*' was received (copy attached by to the signed minutes) and the Principal presented the report. The Board approved the Strategic Plan 2007-2010 and within the Strategic Plan are 45 operational objectives for 2007-10. Operational objectives are required to fully implement the mission, aims, core values and corporate objectives of the College.
58. The exceptional report highlighted two red action points that will not be achieved within the original planned target date. The first related to the implementation of a value added system to measure student achievement. The Board received a progress update on the actions taken to date and noted the revised target completion date of September 2008. The second related to extending provision in European and US markets. The Board noted the planned action to have completed an 'International Business Plan' by May 2008.

59. It was **RESOLVED** to note the exceptional report.

#### **CURRICULUM STRATEGY PLANNING GROUP**

60. The Terms of Reference for the Curriculum Strategy Planning Group were received (Copy attached to the signed minutes).
61. The Board agreed at its last meeting to the principle of replacing the Academic Board with a Curriculum Strategic Planning Group subject to receiving the Terms of Reference for the Group.
62. It was **RESOLVED** to note the Terms of Reference for the Curriculum Strategy Planning Group and to formally agree for this Group to replace the work of the Academic Board.

#### **REPORT FROM THE STRATEGY & PERFORMANCE COMMITTEE**

63. The College report '*Unconfirmed minutes of the meeting of the Strategy & Performance Committee held 13 February 2008*' were received (copy attached to the signed minutes). The Committee's Chair presented the report and confirmed that the Committee received and considered reports on:
- Annual Equality Diversity report
  - Strategic Outcomes Monitoring Report
  - Quality Improvement Action Plan
  - Lesson Observation & Learners' Attendance 1<sup>st</sup> Term
  - Student Success Data 2006-07
  - Green Strategy
  - Curriculum Strategy 2008-09
64. It was **RESOLVED** to note the unconfirmed minutes of the meeting of the Strategy & Performance Committee held 13 February 2008.

#### **LEARNER SUCCESS RATE DATA 2006-07**

65. The College report '*Learner Success Data 2006-07*' was received (copy attached to the signed minutes). The report provided an analysis on:
- 2006/07 Retention, Achievement & Success Rate Data against 2005-06
  - National Benchmark data (the latest available national data)
  - 2003/04 to 2006/07 Retention, Achievement & Success Rate data to show year-on-year comparisons
  - 2004/05 to 2006/07 Success Rate Percentiles split into age and Levels
66. The Board welcomed confirmation of the College's continuing year-on-year improvement over the last three years of Success Rates as highlighted in the following table:

	2004/05	2005/06	2006-07	Variance 2005/06 – 2006/07
<b>Long:</b>				
All ages	70%	73%	78%	+5%
16-18	77%	79%	80%	+1%
19+	66%	69%	76%	+7%
<b>Short:</b>				
All ages	94%	95%	97%	+2%
16-18	92%	95%	100%	+5%
19+	94%	95%	98%	+3%

67. The Board also received confirmation that the College's performance in Success Rates continues to be above the latest available published national benchmark data as confirmed in the following table:

	Benchmark 2005/06	<b>2006/07</b>	Variance 2005/06 – Benchmark 2004/05
<b>Long:</b>			
All ages	69%	<b>78%</b>	+11%
16-18	74%	<b>80%</b>	+6%
19+	63%	<b>76%</b>	+13%
<b>Short:</b>			
All ages	87%	<b>97%</b>	+10%
16-18	82%	<b>100%</b>	+18%
19+	89%	<b>98%</b>	+9%

68. It was **RESOLVED** to note the report.

### **ANNUAL EQUALITY, DIVERSITY & WIDENING PARTICIPATION REPORT 2006-07**

69. The 'Annual Equality, Diversity & Widening Participation Report 2006-07' was received (copy attached to the signed minutes). The report was presented by Ms L Davis-Holmes.
70. The report provided the Board with updates on:
- Workforce profile – age, gender, disability and ethnicity
  - Learner profile – Learning Difficulties & Disabilities participation; male & female participation; ethnic participation
  - Student success rates – success rates by Learner Difficulties/Disabilities; Success by Gender; Success by Ethnicity
  - Priorities 2007-08;
  - Equality & Diversity Impact Measures
  - Staff key performance targets

71. The following key points were noted:
- Males and females continue to be well represented at all levels of the College.
  - The College has made very good progress against ethnic minority targets with 7.5% of the staff being non-white British compared to 6.1% for Kent, and 0.7% for the land-based sector.
  - The % of 16-18 years olds with identified Learning Difficulties increased to 56% in 2006-07 compared against 26% for 2005-06. The figure for the current year is 36%.
  - Of the overall student population only 1.5% are from non-white groups. Although ethnic minority representation in the land-based sector is lower at 0.7%, the Board agreed with the assessment made in the report that this figure was disappointing.
  - Success Rates in all areas continues to be good and above national benchmark data.
72. It was **RESOLVED** to note the report and the Board thanked Ms L Davis-Holmes for the detail provided in the report.

#### **REPORT FROM THE AUDIT COMMITTEE**

73. The College report '*Unconfirmed Minutes of the Audit Committee held 27 February 2008*' was 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 1st Report 2007/08
  - Termly report on Risk Management and Critical Incident
  - Value for Money Framework
  - Piloting of the financial control key performance area as part of the Framework for excellence

74. It was **RESOLVED** to note the unconfirmed minutes of the meeting of the Audit Committee held 27 February 2008.

#### **REPORT FROM THE ESTATES COMMITTEE**

75. The Board received and noted the minutes of the Estates Committee held 31 January 2008 (copy attached to the signed minutes).

#### **REPORT FROM THE FINANCE & GENERAL PURPOSES COMMITTEE**

76. The College report '*Unconfirmed Minutes of the Part I and Part II Meeting of the Finance & General Purposes Committee held 4 March 2008*' was received (copy attached to the signed minutes). The Chair of the Committee presented the report.
77. It was confirmed that the Committee received reports on:

- Financial Performance Report up to 31 January 2008 with confirmation of the forecast year-end surplus of £275k against the budget of £275k
- Tuition Fee Policy and Fees 2008-09 (Copy attached to the signed minutes)
- College Accommodation Strategy
- Capital Portfolio Update
- Tenders
- Revisions to the Financial Regulations
- Human Resource Termly Report
- Health & Safety
- Joint Venture & Strategic Plan between Hadlow College and KCC to support Produced in Kent

78. It was **RESOLVED**:

- (i) To approve the Tuition Fee Policy and Fees 2008-09;
- (ii) To approve the revised Financial Regulations;
- (iii) To approve the Joint Venture & Strategic Plan between Hadlow College and Kent County Council to support Produced in Kent; and
- (iv) To note the unconfirmed minutes of the Part I and Part II meeting of the Finance & General Purposes Committee held 4 March 2008.

**DATE OF NEXT MEETING**

79. Thursday 10th July 2008 @ 09.30.

The meeting closed at 11.35.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**SUMMARY ACTION LIST FOLLOWING BOARD MEETING HELD 13 MARCH 2008**

<b>MIN REF &amp; DATE</b>	<b>DETAILS OF RESOLUTION/ACTION POINT</b>	<b>WHO</b>	<b>REVIEW DATE</b>
33(vi)	To receive a presentation on ' <i>Why Farming Matters</i> '	DoF & G Charlton	10/7/08
54(iii)	The Principal to make available to the Strategy & Performance Committee the College's ' <i>Quality Strategy</i> ' and for the Committee to review this before the Board is asked to approve the strategy	Principal	10/7/08