

MINUTES OF THE PART I MEETING OF THE CORPORATION HELD 17 MARCH 2016

Present: Ms T Bruton
Mr P Dubrow
Mr P Hannan
Mr B McNicoll
Mr H Guntrip
Ms S Hart
Mr P Morris
Mr C Porter
Ms L Currie
Ms C Turner
Ms D Hamilton

In attendance: Mr J Allen -Clerk to the Governors
Mr M Lumsdon-Taylor -Group Director of Finance

The meeting commenced at 09.30.

GOVERNOR PREVENT TRAINING

Prior to the start of the Board meeting, Governors received training on Prevent.

Section A: Formal Agenda Items

ANNOUNCEMENT

39. The Clerk took the chair for this agenda item. It was announced that Nick Coffin has taken a sabbatical for the period 01 February to 31 August 2016, and, as a result, a new Chair has to be elected from amongst the membership.

40. It was **RESOLVED** to note the sabbatical to be taken by Nick Coffin and to appoint Theresa Bruton to be the Chair of the Corporation from 1 February 2016 to 31 August 2016.

(Theresa Bruton took the chair from this point)

APOLOGIES, QUORACY, & DECLARATION OF INTERESTS

41. Apologies were received from Ms L Brown. The Clerk confirmed that the meeting was quorate. The membership of some of the Members of the Hadlow Corporation on the Board of West Kent & Ashford College (WKAC), Hadlow Group Board, and Hadlow Group Audit Committee was noted. It was agreed that these interests would be a declared interest at all Corporation meetings. The Chair confirmed that all Members would be making decisions in the best interests of Hadlow College, regardless of their membership elsewhere within the Hadlow Group Structure.

MINUTES

42. It was **RESOLVED** that the minutes of the meeting of the Corporation held 10 December 2015 be approved and signed by the Chair as a correct record.

MATTERS ARISING

43. There were no matters arising.

Section B: Strategic Importance

GOVERNOR APPOINTMENTS

44. The Corporation gave consideration to the appointment recommendations from the Governance & Search Committee following governor interviews held on 19 February 2016. It was **RESOLVED** to approve the following governor appointments:

- (i) To appoint Professor Susan Lea to be a governor of the College from 01 April 2016 to 31 March 2020 and for Susan to be a member of the Curriculum & Quality Committee; and
- (ii) To appoint Jo Ann-Delaney to be a governor of the College from 01 August 2016 to 31 March 2020 and for Jo-Ann to be a member of the Audit Committee.

HADLOW GROUP BOARD MINUTES

45. Received and noted for information purposes were the minutes of the Hadlow Group Board meeting held 28 January 2016.

STRATEGIC & OPERATIONAL PLAN

46. The Corporation receives at each meeting an exceptional report on the implementation of the Strategic Plan through the Operational Plan that is used by the Executive. The full Hadlow College Strategic & Operational Plan is presented at the July Corporation meeting.

47. A discussion took place on whether Governors should be concerned on the number of 'Amber' assessments being reported or was this because of timing issues against the target date for completion? It was noted the issue was more around timing issues rather than underperformance and it was agreed to keep governors informed through regular monitoring and presenting the full plan at the July Corporation meeting.

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

ANNUAL EQUALITY, DIVERSITY & WIDENING PARTICIPATION REPORT 2014/15

49. The '*Annual Equality, Diversity & Widening Participation Report 2014/15*' was received. It was confirmed that the report was subject to detailed discussion and analysis at the meeting of the Curriculum & Quality Committee meeting held 11 February 2016. The report is made available to the Corporation for information purposes.

50. The report provided updates on:

- The legal context

- Scope of the Annual Equality & Diversity Report
- Strategic Plan and objectives: an overview of targets, progress against targets, and further action
- Staff Survey Results
- Single Equality Scheme
- Ofsted Inspection Outcomes
- Equality Analysis (Equality Impact Assessment)
- Staff Development and Training
- Student Awareness and Training
- Initiatives to support Equality Duties
- Equality and Diversity Impact Measures (EDIMs)
- Data Monitoring and Reporting (staff and students)
- Analysis of Equality Performance

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

LEARNER VOICE EVALUATION REPORT

52. The College report '*Learner Voice Evaluation*' was received. The report included information gathered from the 2014/15 Student Exit Survey and 2015/16 Student Induction Survey in addition to information gathered through Learner Voice forums and Curriculum Meetings for the period September 2015 to February 2016.

53. In summary the Principal reported that the survey outcomes did not report on anything 'new and where issues were raised they were already known by the Executive. Many of the areas reported against received positive student feedback and this was welcomed. Where issues have been raised appropriate actions are either being taken or are scheduled to be implemented. Students are actively involved in the learner voice process at all sites and feel comfortable with raising concerns and questions.

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

55. As some issues were raised on Higher Education provision, and as similar issues were noted in the survey results for West Kent & Ashford College, it was **AGREED** to receive at the June Strategy meeting plans for HE provision across the Group.

Section C: Committee Reports

REPORT FROM THE CURRICULUM & QUALITY COMMITTEE

56. The College report '*Unconfirmed Minutes of the Curriculum & Quality Committee held 11 February 2016*' was received. The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Quality Improvement Action Plan
- Target Institutional Success Rates 2015/16
- Lesson Observation Profile 1st Term
- Student Attendance Report 1st Term
- Function Skills/GCSE Update
- Annual Equality & Diversity Report 2014/15
- Curriculum Strategy 2016/17
- Monitoring of College performance in the area of student experience.

57. It was noted from the minutes that a mock inspection had recently taken place over two days with no prior notice given to staff. The key issue arising from the mock inspection was the quality of teaching, learning and assessment, seen by the inspectors, was not at a level at which the College's own observation profile has shown. It was noted that the College's own observation profile does include a large number of external observations, conducted by experienced Ofsted inspectors, so there is some cause for concern on the mixed messages being received.

58. Two challenges were identified arising from the mock inspection. The first was the need to move away from a procedurally driven tick box approach on lesson observations to one that creates an environment to allow staff to take risks and to be innovative in their approach to teaching. The second challenge was of the need to have better planning to meet individual student needs.

59. It was confirmed an action plan is being drafted to meet the areas for improvement identified from the mock inspection and this would be made available for review at the next meeting of the Curriculum & Quality Committee meeting. However, the Quality Improvement Action Plan will continue to be the main document for addressing areas for development and improvement.

60. It was **RESOLVED** to note the minutes of the meeting of Curriculum & Quality Committee held 11 February 2016 and to approve the Institutional Success Rate Targets proposed by the Committee for 2015/16.

REPORT FROM THE FINANCE, COMMERCIAL & RESOURCES COMMITTEE

61. The College report '*Unconfirmed Minutes of the Part I Finance, Commercial & Resources Committee meeting held 25 February 2016*' was received. The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Management Accounts/Financial Performance Report
- Hadlow Pre Budget Statement
- Capital Portfolio
- Tuition Fee Policy 2016/17
- Annual Review of Financial Regulations
- Tenders
- HR Exceptional Report
- Health & Safety
- Monitoring of College performance in the area of finance and estates.

62. The financial performance to period 6 can be summarised as income targets being met in total through exceptional release (to cover higher education shortfalls) whilst the pressure on the pay cost base continues to increase. Market conditions for attracting and retaining high quality curriculum staff remains difficult. The College has some small class sizes and has not achieved any retained growth for two years whilst at the same time facing a rising cost base. The continued poor financial performance of the Hadlow Rural Community School (a separate agenda item) adds further challenge to overall cash generation. In conclusion the Group Director of Finance & Resources confirmed the business will make a book profit due to historic prudent financial planning, however the current financial performance is not a sustainable position for investment and continued expectation to reward staff without income growth. The later confidential agenda item, the

Hadlow College Pre-Budget Statement, outlines a range of actions required to address current financial performance issues

63. It was **RESOLVED**

- (i) To approve Tuition Fee Policy 2015/16; and
- (ii) To note the minutes of the meeting of Finance, Commercial & Resources Committee meeting held 25 February 2016.

HADLOW GROUP AUDIT COMMITTEE

64. The College report '*Unconfirmed Minutes of the Hadlow Group Audit Committee held 03 March 2016*' was received. The Committee received and considered reports on:

- Group Audit Roll Forward Action Plan
- Internal Audit Reports
- Revised Internal Audit Plan 2015/16
- Risk Management
- Board Assurance & Systems Framework

65. It was **RESOLVED** to note the minutes of the Hadlow Group Audit Committee meeting held 03 March 2016.

Section D: Monitoring

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

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

67. 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 Curriculum & Quality Committee)	No Concern/No Risk
2	Financial & Estates (Agreed by the F,C&R Committee)	No concern/No risk
3	Audit (Agreed by the Audit Committee)	No concern/No risk
4	Staff & Human Resources (Agreed by the F,C&R Committee)	No concern/No risk
5	Governance, Leadership & Management (Agreed by the Governance & Search Committee)	No concern/risk

68. The Corporation reviewed current performance against each of the agreed Super KPIs that are reviewed at each Corporation meeting. The 'Amber' assessments for HE recruitment, learner attendance, lesson observations and staff turnover were noted. The Corporation was assured that HE recruitment is being closely monitored by both the curriculum and finance committees, and staff turnover has already been subject to

discussion at previous Corporation meetings and will be subject to further monitoring by the Finance Committee. Learner attendance and lesson observations are subject to robust monitoring from the Curriculum & Quality Committee.

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

DATE OF NEXT MEETING

70. Joint Strategy Meeting 14 June & 15 June 2016
Board meeting 14 July 2016

MEETING DATES 2016/17

71. Agreed meeting dates for Hadlow Group meetings 2016/17 was received for information purposes.

The Part I meeting closed at 11.20

Signed: _____ Date: _____