



**HADLOW
COLLEGE**

Innovation. Experience. Excellence.

MINUTES OF THE MEETING OF THE BOARD OF HADLOW COLLEGE HELD 07 DECEMBER 2017

Present:	Ms T Bruton	Chair
	Mr P Dubrow	Vice Chair
	Mr P Hannan	Principal
	Mr B McNicoll	Governor
	Ms S Hart	Governor
	Mr H Guntrip	Governor
	Mr P Morris	Governor
	Mr J Dinnis	Governor
	Mr C Hearn	Governor
	Ms P Worrall	Staff Governor
	Ms S Wiseman	Student Governor
Mr M Hooper	Student Governor	
In attendance:	Mr J Allen	Clerk
	Mr M Lumsdon-Taylor	Deputy CEO and Deputy Principal
	Dr L Pamphilon	Group Vice Principal
	Dr J Mowby	Group Vice Principal
	Ms B Cleves	Group Vice Principal
	Mr D Payne	Group Vice Principal

The meeting commenced at 08.30.

SECTION A: FORMAL AGENDA ITEMS

ANNOUNCEMENT - OFSTED CARE INSPECTION OUTCOME

12. The Principal reported on the excellent outcome arising from the Ofsted Care Inspection that recently took place and paid particular thanks to the Group Vice Principal Student Support Services and her team in their hard work to achieve such an outcome. The Board also placed on record its thanks to the Group Vice Principal Student Support Services and her team. It was confirmed the inspection report has yet to be published but would be circulated to governors when available.

APOLOGIES, QUORACY, DECLARATION OF INTERESTS & WELCOME

13. Apologies were received from Professor Sue Lea, Ms J Ann-Delaney, and Ms L Currie. A welcome was made to governors attending their first Board meeting - Mr J Dinnis, Ms P Worrall, Ms S Wiseman, and Mr M Hooper. The Clerk confirmed that the meeting was quorate. The Clerk recorded the interests of those members who are also

members of Hadlow Corporation and/or the Hadlow Group Board, and/or the Hadlow Rural Community School.

MINUTES

14. It was **RESOLVED** to approve the minutes of the Board meeting held 13 July 2017 as an accurate record of the meeting and to authorise the Chair to sign the minutes.

15. It was **RESOLVED** to approve the minutes of the Board meeting held 19 October 2017 as an accurate record of the meeting and to authorise the Chair to sign the minutes.

MATTERS ARISING

16. An update was received on the letter recently received from the FE Commissioner, confirming a follow-up visit to West Kent & Ashford College on 15 January 2018.

17. It was noted that the FE Commissioner has a new role, covering both quality and finances, but it was not clear as to his responsibility for quality matters with those currently held by Ofsted through their support and challenge visits to the College.

18. It was agreed to delegate the planning for this visit to the Chair of WKAC, the Chair of Hadlow, the CEO/Principal and the Deputy CEO/Principal.

19. It was confirmed the revised Safeguarding Policy has been signed off and is now in place.

HADLOW GROUP BOARD MINUTES

20. Received and noted for information purposes were the minutes of the Hadlow Group Board meeting held 19 October 2017.

STRATEGIC & OPERATIONAL PLAN

21. The proposed new monitoring framework for the College Strategic Plan 2015 - 2020 was received. It was acknowledged the new format, as presented, is still very much work in-progress and will be subject to further amendments and refinements based on feedback received from governors and the Executive.

22. Much of the reporting was on actuals for 2016-17 as it is still too early in the first term to report on progress against targets for 2017-18. It was agreed this should be explained more explicitly in the monitoring framework.

23. In terms of future presentation of the monitoring framework, it was agreed that there should be an executive summary setting out the context; confirming which targets are at risk of not being achieved and, against each of these, a commentary on the actions to be taken and the expected impact of the successful implementation of the actions. The executive summary would, therefore, be a key document for governors to monitor.

24. In the framework, the phrase ‘Progress is being monitored’ was used on a number of occasions. It was agreed that this was too ‘loose’ and governors need to receive confirmation of actual performance against targets.

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

SELF ASSESSMENT 2016/17

26. The following reports were received:

- Governance Self-Assessment Report 2016/17
- College Self-Assessment Report 2016/17

27. It was **RESOLVED** to approve:

- (i) Governance Self-Assessment Report 2016/17; and
- (ii) College Self-Assessment Report 2016/17.

28. 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 concluded with a commentary on overall performance.

29. Governors noted the assessment that governance is ‘Outstanding’.

30. The Group Vice Principal of Quality, Standards & Performance outlined the process followed for undertaking the College’s self assessment, with confirmation given that the process is a ‘bottom-up’ approach starting with curriculum teams conducting their own self assessment. These self-assessments then feed into faculty self-assessments and these, in turn, feed into the College’s Self Assessment Report.

31. There took place a validation panel meeting and the Group Vice Principal thanked those governors who participated in the validation process. External moderators also took part in the validation meeting.

32. It was confirmed the Self Assessment Report was written against the Common Inspection Framework (CIF) with particular focus on English and maths and Prevent.

33. Governors noted the following top level self-assessment grade profiles confirmed in the College’s Self Assessment Report 2016/17:

Overall Effectiveness	Outstanding – Grade 1
Leadership & Management	Outstanding – Grade 1
Teaching, Learning and Assessment	Outstanding – Grade 1
Personal Development, Behaviour & Welfare	Outstanding – Grade 1
Outcomes for Learners	Outstanding – Grade 1
➤ 16-18 Study Programmes	Outstanding – Grade 1

➤ Adult Learners	Outstanding – Grade 1
➤ High Need Learners	Outstanding – Grade 1
➤ Apprenticeships	Outstanding – Grade 1

34. With regard the Board's belief that the College is 'Outstanding', the following strengths were noted:

- Excellent levels of achievement which remain above National Rates on primary qualifications.
- Excellent Leadership and Management, through all managers and governors, which ensures a robust and detailed approach to improvement.
- Excellent resources which create a highly professional and 'real life' work environment in which to study and which are highly effective within teaching and learning.
- Excellent use of external work placements ensuring that all learners develop high level vocational and employability skills and have positive progression
- Teaching and learning is consistently very good, using creative approaches that inspire learners and supports excellent levels of outcomes in all groups of learners.
- Outstanding support for all students, through a highly responsive student support services team, where individualism is celebrated, where social and moral values are promoted contributing to students' significant enjoyment of their time at College.
- Very good development of mathematics and English within vocational skills and continued improvement in outcomes in GCSE
- Excellent development of employability skills through robust external work placements for all students and through the use of the College's practical resources and commercial areas.
- Highly qualified staff whose vocational skills develop students' enthusiasm and passion for their subject.

35. To continue and maintain improvement, the College has to:

- Review the Faculty of Agriculture and Rural Environments to include the commercial areas within their remit.
- Introduce individualised and faculty led staff development and supported experiments that focus on stretch and challenge and differentiation within theory lessons.
- Progress monitoring within English and maths qualifications to enable accurate predictions within five percentage points.
- Further promote British values and vocational aspects of Prevent within the curriculum.

36. It was **RESOLVED** to approve:

- (i) To approve the College's Self Assessment Report 2016/17;

- (ii) To approve the Governance Self Assessment Report 2016/17;

VISION 50

37. Governors reviewed a short video entitled 'Vision 50' that had been shown at the recent Hadlow College 50th Dinner celebration and to the Hadlow Group Finance Committee. As the video outlined a suggested direction of travel on strategic matters, it was agreed to show the video to the Corporation.

38. In terms of a suggested way forward, it was agreed for the vision outlined to be subject to further discussion at a subsequent strategy meeting.

39. Governors welcomed the innovation outlined in the video and it was suggested that the video be made available on the College website.

HADLOW GROUP AUDIT COMMITTEE ANNUAL REPORT

40. The College report '*Unconfirmed Minutes of the Hadlow Group Audit Committee held 23 November 2017*' was received.

41. The Board received the '*Annual Report on Hadlow College 2016/17 from the Hadlow Group Audit Committee*'. The annual opinion from the Audit Committee, for the attention of the Board and Chief Accounting Officer, was confirmed as follows:

There are no matters that the Committee wish to bring specifically to the attention of the Corporation. Overall, based on the information provided to them by the College; the work, reports and audit opinions of the College's Internal and Financial Statement & Regularity Auditors; and the opinions and assurances received from the reviews conducted under the Board Assurance Framework the Hadlow Group Audit Committee's opinion is that that Hadlow College's risk management, control and governance systems, and its internal processes for securing economy, efficiency and effectiveness at the College, are adequate and effective and that the Governing Body should have confidence in relying upon them. The Committee is satisfied that, where weaknesses are identified, they have been responded to in an appropriate and timely manner.

The Committee is satisfied with the financial reporting of Hadlow College and the performance of the internal and financial statement & regularity auditors.

The Hadlow Group Audit Committee considers that the Corporation's responsibilities have been satisfactorily discharged and recommends this report to the Corporation of Hadlow College.

42. It was **RESOLVED**

- (i) That the '*Audit Committee's Annual Report 2016/17* on the College's whole system of internal control be approved and submitted to the ESFA;
- (ii) That the '*Financial Statement & Regularity Auditors Audit Findings Report for 2016/17* be approved and submitted to the ESFA;
- (iii) That the '*Letters of Representation*' be signed by the Chair of the Board of Governors;
- (iv) To note the Strategic Risk Register for West Kent & Ashford College; and

- (v) To note the unconfirmed minutes of the Hadlow Group Audit Committee meeting held 23 November 2017.

43. The Chair spoke positively on the new approach being taken on risk and assurance, with the Committees of the respective Boards being asked to:

- (i) Review, at each meeting, those risks from the Risk Register that fall within the scope of the Committee's terms of reference and to report the outcomes of this review to the Audit Committee;
- (ii) For each Committee of the Board to be asked if any new risks had been identified during their meeting that needed to be reported to the Audit Committee.

44. Both the Curriculum & Quality Committee and the Finance Committee identified the risk on High Needs funding, the risk being the reduction in the funding being made available for High Need learners and the impact this will have on the quality of offer. The CEO/Principal confirmed that lobbying both at county and national level to seek a satisfactory solution is continuing.

FINANCIAL STATEMENTS YEAR ENDED 31 JULY 2017

45. The '*Financial Statements and Year End Accounts 31 July 2017*' were received.

46. The Financial Statements and Year-End Accounts were reviewed in detail by the Group Finance meeting held 17 November 2017 (the Committee reviewed the financial information in the Statements); and by the Group Audit Committee meeting held 23 November 2017 (the Committee reviewed the audit opinions confirmed in the Statements from the Financial Statement & Regularity Auditor).

47. The Board welcomed the unqualified opinion received from the auditors. The Board placed on record its appreciation of the efforts of the staff in the Finance Department in achieving these outcomes.

48. It was **RESOLVED** to approve the Financial Statements Year Ended 31 July 2017 and to authorise the Chair and Principal to sign the Statements.

FINANCIAL REGULATIONS/FINANCIAL APPROVALS

49. It was confirmed that the revised Financial Regulations and Financial Approvals had been subject to a thorough review from both the Hadlow Group Audit Committee and the Hadlow Group Finance Committee.

50. It was **AGREED** to revise the wording in paragraph 8.5 to read:

In the first instance, the Executive will approve all new ventures. New ventures will then be subject to Board approval in advance of the commencement of the new venture. In the event of requiring Board approval, outside the cycle of planned Board meetings, approval to be sought jointly from the Chair and Vice Chair in advance of the commencement of the new venture.

51. Subject to the above amendment, it was **RESOLVED** to approve the revised Financial Regulations and Financial Approvals.

SECTION C: COMMITTEE REPORTS

MINUTES AND RESOLUTIONS FROM COMMITTEE

52. The Chair confirmed the 'principle' that it will be taken that Members have read the minutes and Members can seek further information and clarification on any issue arising from the minutes, but the debates that have already taken place at Committee level cannot be re-opened.

REPORT FROM THE CURRICULUM & QUALITY COMMITTEE

53. The College report '*Unconfirmed Minutes of the Curriculum & Quality Committee held 09 November 2017*' was received. The Committee received and considered reports on:

- Landex Membership Report
- Quality Improvement Action Plan
- Student Success Rate Data 2016/17
- Lesson Observation Profile 2016/17
- Student Attendance Report 1st Term
- College Self Assessment Report 2016/17
- Functional Skills Report
- Complaints & Compliments Report 2016/17
- Annual Safeguarding Report 2016/17
- Assurance & Risk Review
- Monitoring of College performance in the area of student experience.

54. It was **RESOLVED** to note the minutes of the meeting of Curriculum & Quality Committee held 09 November 2017.

55. Made available for information purposes was a copy of the '*Annual Safeguarding Report 2016/17*' which was subject to a detailed review from the Committee.

REPORT FROM HADLOW GROUP FINANCE COMMITTEE

56. The College report '*Unconfirmed Minutes of the Hadlow Group Finance Committee held 18 November 2016*' was received. The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Group Annual HR Report 2016/17
- Financial Statement & Year-end Accounts up to 31 July 2017 for both Hadlow & WKAC Colleges
- Management Accounts/Financial Performance Report for both Hadlow & WKAC Colleges
- Group Capital Portfolio
- Tender Report for both Hadlow & WKAC Colleges
- Group Health & Safety Report
- Monitoring of College performance in the area of finance and estates for both Hadlow and WKAC Colleges

57. It was **RESOLVED** to note the unconfirmed minutes of the Finance, Commercial & Resources Committee meeting held 17 November 2017.

58. Made available for information purposes was a copy of the 'Annual HR Report 2016/17' which was subject to a detailed review from the Committee.

ANY OTHER BUSINESS

59. The Chair requested that for future Board meetings there be a standing agenda item reporting on any 'Chairs Action' taken.

DATE OF NEXT MEETING

60. Wednesday 15 March 2018 @09.30

(Staff and student governors and College Officers, with the exception of the Deputy CEO & Deputy Principal, left the meeting at this point).

CONFIDENTIAL MINUTES

61. It was **RESOLVED** to approve the confidential minutes of the Board meeting held 13 July 2017 as an accurate record of the meeting and to authorise the Chair to sign the minutes.

MATTERS ARISING

62. It was confirmed that there has yet to be any use of the agreed delegated authority to review and approve the final terms of the financing of Hadlow Group Bank Loans.

63. Further work on the estates strategy to be reported at the next Board meeting.

The meeting concluded at 11.15.

Signed: _____ Date: _____

SUMMARY ACTION LIST

Min	Action	Review
12	To make available to governors the Ofsted Care Inspection Report when it becomes available	14/3/18
22	Much of the reporting in the monitoring framework was on actuals for 2016-17 as it is still too early in the first term to report on progress against targets for 2017-18. It was agreed this should be explained more explicitly in the monitoring framework.	14/3/18
23	In terms of future presentation of the monitoring	14/3/18

	framework, it was agreed that there should be an executive summary setting out the context; confirming which targets are at risk of not being achieved' and against each of these, a commentary on the actions be taken and the expected impact of the successful implementation of the actions. The executive summary would therefore be a key document for governors to monitor.	
24	In the framework, the phrase 'Progress is being monitored' was used on a number of occasions. It was agreed that this was too 'loose' and governors need to receive confirmation of actual performance against targets.	14/3/17
38	Vision 50: In terms of a suggested way forward, it was agreed for the vision outlined to be subject to further discussion at a subsequent strategy meeting.	14/3/17
39	Governors welcomed the innovation outlined in the video and it was suggested that the video be made available on the College website.	
50	Financial Regulations: It was AGREED to revise the wording in paragraph 8.5 to read: <i>In the first instance, the Executive will approve all new ventures. New ventures will then be subject to Board approval in advance of the commencement of the new venture. In the event of requiring Board approval, outside the cycle of planned Board meetings, approval to be sought jointly from the Chair and Vice Chair in advance of the commencement of the new venture.</i>	14/3/18
59	The Chair requested that for future Board meetings there be a standing agenda item reporting on any 'Chairs Action' taken.	14/3/18
61	It was confirmed that there has yet to be any use of the agreed delegated authority to review and approve the final terms of the financing of Hadlow Group Bank Loans.	14/3/18
62	Further work on the estates strategy to be reported at the next Board meeting.	14/3/18