



HADLOW COLLEGE

MINUTES OF THE MEETING OF THE BOARD OF HADLOW COLLEGE HELD 15 MARCH 2018

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 L Currie	Governor
	Ms P Worrall	Staff 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 Quality, Standards & Performance
	Ms B Cleves	Group Vice Principal Student Support Services
	Mr D Payne	Vice Principal Curriculum

SECTION A: FORMAL AGENDA ITEMS

APOLOGIES, QUORACY, DECLARATION OF INTERESTS & WELCOMES

64. Apologies were received from Ms S Wiseman. The Clerk confirmed that the meeting was quorate. The Clerk recorded the interests of those members who are also members of WKAC Board and/or the Hadlow Group Board, and/or the Hadlow Rural Community School. The Chair welcomed everyone to the meeting.

MINUTES

65. It was **RESOLVED** to approve the minutes of the Board meeting held 07 December 2017 as an accurate record of the meeting and to authorise the Chair to sign the minutes.

SUMMARY ACTION LIST & MATTERS ARISING

66. The '*Summary Action List*' was received and the following progress update was made available on all outstanding action points:

MIN REF	DETAILS OF RESOLUTION/ACTION POINT	UPDATE
12	To make available to governors the Ofsted Care Inspection Report when it becomes available	This was circulated by email
22	Much of the reporting in the Strategic & Operational Plan 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.	Agenda item
23	In terms of future presentation of the Strategic & Operational Plan 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 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.	Agenda item
24	In the Strategic & Operational Plan monitoring 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.	Agenda item
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.	June 2018
39	Governors welcomed the innovation outlined in the video and it was suggested that the video be made available on the College website.	This is now on the 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,</i>	The Deputy CEO/Deputy Principal confirmed this has been done.

	<i>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>	
59	The Chair requested that, for future Board meetings, there be a standing agenda item reporting on any 'Chair's Action' taken.	Agenda item
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.	Agenda item
62	Further work on the estates strategy is to be reported at the next Board meeting.	Agenda item

CHAIR'S ACTION

67. It has been agreed to have, as a standing agenda item, reporting on any actions taken through 'Chair's Action' so that there is openness and transparency on such actions taken, and to ensure the closing of the loop in terms of reporting to the Board on any chairs action.

68. The Chair confirmed for information purposes the signing of the West Kent College's overdraft facility and that the Chair's action taken was reported to the Group Finance Committee and recorded in the minutes of the Committee.

69. The Chair confirmed signing orders for solar panels but the orders have yet to be executed.

GOVERNANCE & SEARCH COMMITTEE & GOVERNOR APPOINTMENTS

70. The Board received the minutes of the Governance & Search Committee meeting held 22 February 2018 and, following review of the minutes, it was **RESOLVED** to approve the following governor appointment recommendations proposed by the Committee following interviews conducted

- (i) To appoint Javier Bonnet to be a member of the Board for the period 01 April 2018 to 31 March 2022 and for Javier to be a member of the Curriculum & Quality Committee; and
- (ii) To appoint Mike Weed to be a member of the Board for the period 01 April 2018 to 31 March 2022 and for Mike to be a member of the Hadlow Group Finance Committee.

HADLOW GROUP BOARD MINUTES

71. Received and noted for information purposes were the minutes of the Hadlow Group Board meeting held 25 January 2018.

72. It was reported, and welcomed by the Board, that the Group has been successful in securing from Kent County Council additional funding for High Needs/SEND students. However, a decision on policy is required for 2018-19 if funding is not made available to

support High Needs/SEND students. The Group would not be able to enroll every High Needs/SEND student that applies if the additional funding, required to meet their specific learning needs, is not made available.

73. A progress update was made on Easton and Otley College with confirmation that the Chair, Principal and Vice Principal are visiting the College next week.

STRATEGIC & OPERATIONAL PLAN

74. The agreed monitoring framework for the College Strategic Plan 2016-2019 was received. At the last meeting, the Committee asked for an executive summary to be made available and Members welcomed the detail provided in the executive summary.

75. Also requested at the last meeting, where it is still too early to report on progress against targets for 2017-18 or where progress cannot be assessed until the year-end, that this needs be explained more explicitly in the monitoring framework. Members welcomed the explanations now given in these instances.

76. KPI 1.1.1 (Page 1 and 2) – Red to green

77. The termly update showed the results of students since last year's report on this particular question where students had concerns about some specific areas of the curriculum offer. Actions were put in place within the last year to deal with this particular issue and the students are now far happier about the organisation of their courses.

78. KPI 1.2.1 (Page 6) – Green to red

79. Timely achievement is currently at 40.3% and, therefore, a 'Red' assessment has been recorded against this KPI. The year-end best case forecast is 73%. This will be above national average. The Board took the view that as 40% is the current in-year performance, with the year-end forecast being at 73%, it was agreed to re-assess this KPI at 'Amber'.

80. KPI 5.3.1 (Page 27) – Amber to red

81. The room utilisation target of 75% is challenging particularly when the College still has some old mobiles that are not ideally suitable for teaching purposes. This means the demand is continually for the best rooms with the best resources. There has now been a review of classrooms which will be incorporated into the new Estates Strategy in order to remove the old mobiles from the rooming provision.

82. KPI 5.3.3 (Page 28) – Amber to amber

83. This is a key area of risk which is being addressed by SMT in order to review the whole curriculum offer and target setting. The Board has, over the last year, been informed of this process and will be informed of any major curriculum changes.

84. KPI 6.1.1 (Page 29) – Amber to amber

85. The College is still below its target for internal apprenticeship opportunities which is set at 6% for this year and 10% for next (as set by the College). New opportunities have arisen across the College including Betteshanger Sustainable Parks and HRCS. Recruitment to these positions is dependent upon appropriate rules and affordability.

The College with its existing opportunities and new planned areas will meet its 'levy' amount for this year.

86. A discussion took place again on the setting of targets that are too aspirational and not realistic. Setting a target of 6% for this year and 10% for next year appeared to Governors to be unrealistic when compared against the current level of performance. The Board agreed that recruiting apprenticeships internally is critical but it does require a culture shift within the College and of the need to embed apprenticeships at all levels within the College.

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

INSTITUTIONAL ACHIEVEMENT TARGETS 2017/18

88. The College report '*Target Institutional Achievement Rates 2017/18*' was received. It was confirmed the report was subject to detailed discussion and analysis at the meeting of the Curriculum & Quality Committee meeting held 31 January 2018. Following this review, the Committee recommended for the Board to approve the proposed achievement targets for 2017-18.

89. Institutional targets for non-QAR (excludes functional skills) are all set in the 90s% and it was confirmed the targets are realistic, stretching, and in line with 2016/17 outcomes.

90. For QAR (including Functional Skills), actual institutional achievement rates for 2016/17 were above the National Rate with the exception of 16-18 Long Level 3, that was 2% below the National Average. The Chair of the Curriculum & Quality Committee reported to the Board that strategies to address Level 3 achievement outcomes are summarised in detail in the Quality Improvement Plan which is subject to on-going monitoring by the Committee. However, with the exception of Entry Level, the following Level 1, Level 2, and Level 3 for 16-18 year olds did not achieve the institutional targets set for 2016/17. The Executive is proposing that institutional targets for 2017-18 remain in line with the targets that were set for 2016/17.

91. It was noted, through the review of the minutes, that the Committee questioned this approach, as it would require a 16% improvement in Level 1 for 16-18, a 7% improvement for Level 2 and a 4% improvement for Level 3. Similar high % improvements would also apply to 19+. The Committee advised that realistic targets should be set which are both stretching and achievable. It was also proposed that it would make sense for there to be a variance in the targets set for QAR and non-QAR, as non-QAR is heavily impacted by performance in Functional Skills.

92. The Board welcomed and confirmed that the strategy for 2017/18 continues to focus on maintaining, if not improving; the already high retention rates, and to ensure those students, who are retained, achieve. The key risk to achievement for 2017/18 is the introduction of examinations in many vocational qualifications.

93. It was **RESOLVED** to approve the achievement targets for 2017-18 and to note the report.

EQUALITY & DIVERSITY ANNUAL REPORT

94. The '*Annual Equality & Diversity Report*' 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 31 January 2018. The report was therefore made available to the Board for information purposes.

95. 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 Development & Training
- Student Awareness and Training
- Equality Analysis (Equality Impact Assessment)
- Data Monitoring and Reporting (staff and students)

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

LEARNER VOICE EVALUATION REPORT

97. The College report '*Learner Voice Evaluation*' was received. The report included information gathered from the FE Student Exit Survey and the FE/HE 2016/17 Student Induction Surveys, in addition to information gathered through Learner Voice forums and Curriculum Meetings for the period September 2017 to February 2018.

98. In summary, it was reported 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.

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

GENDER PAY REPORT

100. The College report '*Gender Pay*' was received.

101. The new gender pay gap obligations have been introduced alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the Public Sector Equality Duty (PSED) and publishing equality objectives every four years. The College has collated snapshot data, with a requirement that work is undertaken to narrow any gaps.

102. The College's mean pay gap is 16.6% and median is 11.44% which is better than the national average. According to the Office for National Statistics (ONS) figures, the national median pay gap for all employees was 18.1% in 2016.

103. As part of the mandatory reporting process, employers are required to publish the gender pay gap within their bonuses. It was confirmed the College did not award bonuses this year and, therefore, will not be able to report a bonus gender pay gap.

104. One key driver for the gender pay gap, on a national scale, is that part time or sessional roles are more likely to be occupied by women. Higher-paid roles are more likely to be full time which causes a correlation between part time/sessional work being comparatively lower paid. The College has a higher proportion of part time and

sessional roles that are occupied by women. This contrasts with the upper quartile where the majority of roles are full time and we see the male percentage significantly increase.

105. The report concluded that salaries at the College are determined through a job evaluation scheme and evaluates the job and not the post holder. It makes no reference to gender or any other personal characteristics of existing or potential job-holders. Therefore, the College is confident that it is paying the same salary to roles of equal value.

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

GENERAL DATA PROTECTION REGULATIONS (GDPR)

107. The report provided a summary of the new GDPR and the implications arising from the new regulations. Also made available by email, in advance of the meeting, was a summary of the progress made to date of the arrangements that have been put in place to work towards full GDPR compliance by the end of May.

108. It was reported that the College's internal auditor had undertaken an audit on the College's current GDPR readiness arrangements and their report was an agenda item at the Hadlow Group Audit Committee held yesterday. A follow-up audit will be undertaken by the internal auditors in May to report on whether the College is fully compliant. It was also confirmed that Harvey Guntrip had been nominated as the link Governor representative for GDPR.

109. Clarification was sought as to whether there was any Governor liability arising from GDPR. It was **AGREED** for the Clerk to seek legal advice on this and to make this available to governors.

FE COMMISSIONER UPDATE

110. A verbal update was made on the meeting held this week between the FE Commissioner, his team, Group CEO/Principal, Vice Principal and the Chair of WKAC and the Chair of Hadlow College.

111. In terms of the agreement reached at the conclusion of the meeting, the following was reported to the Board:

- The FE Commissioner will confirm that, subject to the agreement of the Kent Area Review Steering Group, the Kent Area Review will conclude with the recommendation for WKAC and Hadlow College to merge. The recommendations will note that the recommendation to merge has not been accepted by either of the two Boards at this time but both Boards have agreed that they will continue to review this decision annually.
- The WKAC will not be subject to a Diagnostic Assessment from the FE Commissioner unless the College falls within the scope for a DA (to be Requires Improvement at the next Ofsted Inspection and/or to receive a financial Notice to Improve from the Skills Funding Agency).
- That the College, with the firm encouragement of the FE Commissioner, will arrange a further meeting with the Transition Unit to see if there would be any financial assistance made available should both Boards decide to merge. The College has requested that the FE Commissioner accompany College representatives to this meeting.

112. The FE Commissioner is to confirm the above points in a letter to the College, and the letter will also commend the work done to date to improve the student experience and the finances at the College.

113. The FE Commissioner agreed that the wording of the recommendation for inclusion in the final Kent Area Review Report should be agreed with both Colleges before it is sent to the Kent Area Review Steering Group for approval.

It was **AGREED** to give delegated approval through 'Chair's Action' for the Chairs of both Colleges to agree the final recommendation wording with the FE Commissioner.

REPORT FROM HADLOW GROUP FINANCE COMMITTEE

114. The College report '*Unconfirmed Minutes of the Hadlow Group Finance Committee held 22 February 2018*' 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 for both Hadlow & WKAC Colleges
- Group Capital Portfolio
- Tuition Fee Policy 2018-19
- Tender Report for both Hadlow & WKAC Colleges
- Group HR Report
- Group Health & Safety Report
- Monitoring of College performance in the area of finance and estates for both Hadlow and WKAC Colleges

115. Against the 14 agreed performance indicators for the area of finance & estates, it was reported that five 'Amber' assessments were recorded against cash days in hand, borrowing as a % of income, income diversity, creditor days, and debtor days. All other assessments were confirmed as 'Green'.

116. As there were some risks identified which could impact on the year-end forecast, it was **AGREED** to inform the Board of an '**Amber**' assessment (Some concern/Some risk) against finance and estates.

117. It was **AGREED** to inform the Board of a '**Green**' assessment (No concern/No risk) against human resources

118. It was **RESOLVED** to approve the '*Tuition Fee Policy 2018-19*'.

119. It was **RESOLVED** to note the unconfirmed minutes of the Finance, Commercial & Resources Committee meeting held 22 February 2018.

120. Governors asked as to what will be the policy on the use of capital receipts generated through the agreed disposals project. In reply, it was confirmed discussions are on-going on the use of receipts to a) pay off some, or all, existing debts; and b), to use for capital investment. There has to be an agreed debt reduction plan that works alongside further capital investment. It was confirmed a debt management plan will be incorporated into the estates strategy which will be made available at the June Strategy meeting for review and approval.

REPORT FROM THE CURRICULUM & QUALITY COMMITTEE

121. The College report '*Unconfirmed Minutes of the Curriculum & Quality Committee held 31 January 2018*' was received. The Chair of the Committee presented the report. The Chair confirmed that the Committee received and considered reports on:

- Institutional Achievement Targets 2017-18
- Student Attendance
- Lesson Observation Report
- Functional Skills/GCSE Report
- Apprenticeship Report
- Quality Improvement Plan - FE & HE
- Student Destination Report
- Annual Equality & Diversity Report
- Curriculum Strategy 2018/20
- Monitoring of College Performance - Student Experience
- Risk Register Review

122. In terms of monitoring the College's performance against KPIs agreed for the student experience, the Chair of the committee reported that there were no 'Red' RAG assessments against any of the actions/targets required. 'Amber' assessments (some concern/some risk) were reported for 16-18 recruitment, HE recruitment and 19+ apprenticeship achievement, GCSE maths and English and Functional Skills, and learner progress into HE. No issues of concern were reported by the Committee on any of the 'Amber' assessments.

123. Following the review of the assessments, the Committee resolved to inform the Board of a '**Green**' assessment (No concern/No risk) for student experience, teaching, learning and assessment.

GROUP AUDIT COMMITTEE

124. Due to the snow last week, the meeting of the Audit Committee took place yesterday. The minutes of this meeting will be made available in the papers for the July Board meeting.

125. The Chair of the Audit Committee reported that an extensive discussion took place on staff morale, currently rated as a high risk in the Hadlow Group Risk Register. As a 'people' organisation, getting the well-being of staff right is critical. Staff members need to feel valued and motivated.

126. In terms of how this could be best reported to both College Boards, it was agreed consideration should be given to making available an annual evaluation report on the Staff Voice, following a similar reporting process used to report on the student/Learner? Voice. There is a lot of reporting through KPIs and through the work of the various Committees on a range of quantitative HR data, but what is missing is an evaluation on the workforce. The Audit Committee has asked the College Executive to give this matter further thought and to report back to the committee their suggestions as to how more qualitative data on the workforce may be made available in an annual report to both College Boards.

ANY OTHER BUSINESS

127. The Chair asked for the minutes to record thanks to staff for a very successful lambing weekend in challenging weather conditions. Staff members were also

congratulated for their efforts to keep the College going in the recent snow, especially for residential students and for the care of livestock.

DATE OF NEXT MEETINGS

Joint Strategy Meeting Thursday 07 June & Friday 08 June 2018
 Board Meeting Thursday 05 July 2018 @09.30

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

CONFIDENTIAL REPORT FROM THE HADLOW GROUP FINANCE MEETING

128. The College report ‘Unconfirmed Confidential Minutes of the Hadlow Group Finance Committee’ held 22 February 2018 was received. The Chair of the Committee presented the report which provided a summary on the discussions held on the pre-budget statement and on bank financing and disposals.

129. It was **RESOLVED** to note the unconfirmed confidential minutes of the Finance, Commercial & Resources Committee meeting held 22 February 2018.

130. In terms of an update since the meeting, it was confirmed that the sale of the strip of land at the Tonbridge site has now been completed.

The meeting concluded at 11.45.

Signed: _____ Date: _____

SUMMARY ACTION LIST

Min	Action	Review
109	Clarification was sought as to whether there was any Governor liability arising from GDPR. It was AGREED for the Clerk to seek legal advice and to make this available to governors.	5/7/18
79	KPI 1.2.1 The Board took the view that as 40% is the current in-year performance, with the year-end forecast being at 73%, it was agreed to re-assess this KPI at ‘Amber’.	5/7/18
113	The FE Commissioner agreed that the wording of the recommendation to be agreed by both Colleges before it is sent to the Kent Area Review Steering Group for approval. It was AGREED to give delegated approval through ‘Chair’s Action’ for the Chairs of both Colleges to agree the final draft of the recommendation with the FE Commissioner.	5/7/18
120	A debt management plan will be incorporated into the	7/6/18 &

	estates strategy that will be made available at the June Strategy meeting for review and approval.	8/6/18 and 5/7/18
126	Staff Voice: The Audit Committee has asked the College Executive to give this matter further thought and to report back to the committee on their suggestions on how more qualitative data on the workforce may be made available in an annual report to both College Boards.	5/7/18