

MINUTES OF THE STRATEGY MEETING OF THE CORPORATION HELD 15 JUNE 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 K Richardson
Ms D Washer
Ms S Lowen

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

APOLOGIES, QUORACY, & DECLARATION OF INTERESTS

91. There were no apologies. The Clerk confirmed that the meeting was quorate. It was noted that some of the Members of the Hadlow Corporation are on the Board of West Kent & Ashford College (WKAC), Hadlow Group Board, and Hadlow Group Audit Committee. 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, irrespective of their membership of other Boards within the Hadlow Group Structure.

AREA REVIEWS

92. Members received two presentations covering the national context for Area Reviews and the Kent Area Review. Governors, in three groups, were set the following tasks:

- *What do we want, or need, the outcomes of the Hadlow Group to be?*
- *What do we want to get out of the Review?*
 1. *Expansion / Opportunities?*
 2. *Consolidation / Opportunities?*
 3. *Rationalisation / Opportunities?*

93. From the three groups, the following feedback was received:

- We are an opportunist organisation – we take opportunities and think strategically.
- We are a vertical organisation offering a ladder of progression. There are some gaps – primary education, and we may need better engagement with employers. We should acquire, or work, in partnership with other organisations as and when a significant gap is identified in the vertical offer within the Hadlow Group.
- Can we provide HE sandwich courses in partnership with employers?

- Hadlow Group has a 'string of pearls' in the way of numerous 'out' centres – never more than 20-25 miles from a Hadlow Group site.
- A vision is needed that can instantly state what the Hadlow Group is about. The College previously had a mantra of a third, a third, a third – commercial, HE and FE. Do we need another short, sharp vision statement?
- 20 V 20 was proposed as a vision statement – 20 commercially, vertical organisation, and 20 miles from a Hadlow Group site.
- The Area Review could be a limitation – we have interests beyond Kent.
- The College can gain expansion from the Area Review – Canterbury College's land based provision.
- The Hadlow Group can make available an appropriate mix of courses – not just land based. The Group can provide a full range of provision providing students with training, work experience and progression.
- RSME at Mid Kent is another opportunity.
- Look at opportunities as they arise. Expansion with innovation.
- Further develop and expand the HE and employer based provision.
- The Hadlow Group should be the sole provider of land-based provision in Kent. We are the land-based provider in Kent. This must be the opening statement to the Area Review.
- Use Mottingham to reach out into London – Capel Manor.
- Tunbridge Wells and Sevenoaks – work with employers, special projects, business start ups, but not specific GFE provision in these two towns.
- Can Tonbridge become a University town?
- Do not expand by acquiring another GFE college – instead, look at specialisms and specialist courses to meet local needs.

94. At the conclusion of the task, it was agreed for a statement to be drafted and approved by both Boards that describes the Group to strangers. The statement should set out potential opportunities and set out any redlines. These redlines should include being the sole provider for land based provision in Kent, commercially, vertical organisation, no further expansion of GFE, but instead to work with partners to develop specialisms. It was **AGREED** for the Executive to draft a statement from the feedback of the three groups and to make this statement available at both colleges' July Board meetings for approval.

HADLOW GROUP STRUCTURE SHORT TERM

95. Members received a presentation from the Clerk as to the Hadlow Group Structure in the short-term, and Members were asked to provide answers to a range of questions.

- **Question One: Shall we have a Group Finance Committee?**

This was agreed.

- **Question Two: Do we continue to retain separate Curriculum & Quality Committees for both Colleges or do we hold a joint meeting, but minute separately for each College?**

Separate Curriculum & Quality Committees to be retained.

- **Question Three: If the answer to question two is 'Yes', do we continue to hold these Committee meetings on the same day with one meeting following on from the other?**

No, it was agreed meetings should be held a week apart from each another.

- **Question Four: Are there any other suggestions for streamlining governance arrangements over the next one to two years?**

To set up Sharefile on the College intranet so that Governors can access papers electronically. This is to be set up by September.

Members to inform the Clerk if they do not want to receive papers in the post – unless informed otherwise, papers will be posted to each Member.

Use Sharefile to provide regular updates on the various components that make up the Hadlow Group.

The demands from Area Reviews will require the Principal and Executive needing to make quick decisions. It was agreed for the Principal to be able to approach members of the Hadlow Group Board, when the need arises, for decisions to be made between Board meetings, with any decisions taken to be reported to each Board retrospectively.

Members welcomed the recent focus on HE and it was agreed to receive regular reports on HE. It was also agreed to receive regular reports on apprenticeships.

- **Question Five: Do the existing Terms of Reference for the Hadlow Group Board remain ‘fit for purpose’ and enable the HGB to provide strategic direction to the Group’s components?**

Yes, Hadlow Group to take the lead in setting the strategic direction for all components within the Hadlow Group. Local Governing Bodies to be engaged in strategic discussions, through two annual strategy meetings, involving all Board members and joint Board meetings to discuss specific Area Review matters. All Local Governing Bodies need to be engaged and to take ownership on strategic issues.

- **Question Six: Will the Local Governing Bodies, within the Hadlow Group, be able to work within these parameters?**

Yes, as long as they are consulted, engaged, and take ownership. It must not be a top down approach from the Hadlow Group Board. It must be about communication and involvement, of all, when reaching a consensus on strategic direction.

- **Question Seven: How best can we communicate the work and decisions taken by the HGB to the various Local Governing Bodies in the Group?**

Promote the work of the Hadlow Group Board via regular updates on the new Sharefile system, to be introduced from September.

The Hadlow Group Board has agreed a new reporting structure, with effect from July, where the work and key issues of each component within the Group are brought to the attention of the Group Board in no more than one side of A4. This is to be made available to all members of the various Local Governing Bodies.

HADLOW GROUP STRUCTURE LONG TERM

96. Members received a presentation from the Clerk on possible structures for the Hadlow Group to consider in the long-term. Governors were asked as to their thoughts on the future structure of the Hadlow Group and Governance arrangements.

97. Each group reported back with the same conclusion – the current structure works well and, therefore, no changes were proposed. Each entity, within the Group, has independent status and results in numerous advantages – tax benefits, control and engagement of all Board members. Power and control will still be retained by the Hadlow Board. The Hadlow Group Board membership comprises the Chairs of each of the Local Governing Bodies and, therefore, everyone is working towards shared values, shared objectives and a shared strategic vision.

Signed: _____ Date: _____

SUMMARY ACTION LIST

MIN	DETAILS OF RESOLUTION/ACTION POINT	WHO & REVIEW DATE
93	It was agreed a statement has to be drafted and approved by both Boards that describes the Group to strangers. The statement should set out potential opportunities and set out any redlines. These redlines to include being the sole provider for land based provision in Kent, Commerciality, Vertical, No further expansion of GFE but instead to work with partners to develop specialisms. It was AGREED for the Executive to draft a statement from the work of the 3 groups and to make this statement available at the July Board meetings for approval.	Executive 14/7/16
95	<ul style="list-style-type: none"> • To have a Group Finance Committee • To keep separate Curriculum & Quality Committees • College Sharefile Intranet – to enable governors access and to store all governors papers – Sharefile to be in place by September 2016 • To receive regular reports on HE and Apprenticeships • Members to inform the Clerk if they do not want to receive papers in the post – unless informed otherwise, papers will be posted to 	Clerk – 14/7/16 Clerk - 14/7/16 DoF – Sept 2016 Executive – 14/7/16 Governors & Clerk – 14/7/16

	each Member • Hadlow Group Board reporting Structure – to make available to all Members of local Governing Bodies	Clerk – 14/7/16
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