

THE BOARD OF TRUSTEES OF GODALMING COLLEGE

Minutes of the meeting of the full Board of Trustees of Godalming College
held on Monday, 27th March 2023 at 4.30pm

Present:

Lee Henderson (LH)	Stuart Hibbert (SH)	Peg Hulse (PH) -
Geoff Howes (GH)	Jeremy Pattison (JP) Chair	Dawn Reves (DR)
Nigel Roberts (NR)	Julie Wagerfield (JW)	Helen Warren (HW)
	Emma Young, Principal (ELY)	

Apologies:

Peter Aitken (PA)	Ed Sylvester (ES)	

In attendance:

Sarah Baudains, Assistant Principal (SB)	
Chris Hayward, Director of Marketing (CH)	Ken Kehoe, Clerk (KK)

1.	Apologies for Absence
	Ed Sylvester had sent his apologies as he had just returned from a Politics Department trip to the US. The Board accepted his apologies. Rachel Gray (RG) and Justin Knight (JK) were unable to attend due to a failure of the IT equipment in the Boardroom. JP advised that Shirley Price had resigned from the Board. The Board expressed thanks to Professor Shirley Price for her service to the College.
2.	Declarations of Interest
	There were no declarations of interest.
3.	Minutes of the meeting held on 12th December 2022
	The minutes of the last meeting on 12th December 2022 were approved by the Board as an accurate record.
4.	Matters Arising

	<p>The Board reviewed the matters arising:</p> <ul style="list-style-type: none"> • All Trustees, apart from the Trustee on long-term sick leave, had now completed the Safeguarding training. The Board agreed that next year they would complete the Safeguarding and Governance Training module as it was better suited to the Board’s requirements. • The Board agreed that the draft Parent Questionnaire should be sent to the whole Board for comment, rather than just the Parent Trustees. <p>Action: ELY to circulate the draft Parent Questionnaire to the whole Board.</p> <ul style="list-style-type: none"> • The Skills Audit had been completed and considered by each Committee. NR noted that the Gov and HR Committee had agreed that the questionnaire needed to be simplified for next year. NR would work with the Clerk to produce an updated version for the next Academic Year. • The Audit Committee had agreed, as part of their work on reviewing significant individual risks, that they would review the College’s disaster management and recovery policy. • JP, ELY, and the Clerk would draw together the Governance SAR from the Committee objectives. <p>Action: JP, ELY, and the Clerk to draw together the Governance SAR.</p> <p>Action: ELY to circulate the College Prospectus to the Board.</p>
5.	Marketing Presentation
	<p>CH outlined developments in the Marketing and Admissions Department (MAD) since it had been set up in January 2021:</p> <ul style="list-style-type: none"> • A Digital Marketing Officer role had been created in May 2021. The website and CRM system had been updated. The Application Programming Interface (API) link between the website and the CRM worked well. Google Analytics 4 had been set up and a slimmed down prospectus had been introduced with more material placed on the website. • In terms of marketing, Directors and the SLT went to school assemblies. The College also attended the Bohunt Careers fair. The College worked with independent schools that did not have 6th Forms but those that did would not engage with the College. There had been a rise in home tutoring following the pandemic; the Board asked CH to investigate whether the College could tap into local home tutoring networks for marketing. • The top 25 schools have, over the last 3 years, provided 80% of the College’s intake. But the top 25 schools are not always the same schools. Applications tended to follow transport links; Farnborough College is a big competitor. • The factors affecting the decision of students to apply included the journey, friends, motivation, and confidence. The College’s range of courses plus the enrichment were also a factor. A Parent Trustee noted that the OFSTED “Outstanding” rating and the mini “university” approach were also attractive features.

	<ul style="list-style-type: none"> • There was a new record for applications in 2023. The target number of applications for September 2023 and ideal conversion rate were discussed in relation to staffing/budget assumptions. The number of applications and the conversion rate were monitored regularly at the monthly financial monitoring meeting. <p>Trustees asked the following questions:</p> <p><u>Why had two students not been offered places?</u> CH said one related to a potential candidate with an EHCP and the other related to a residency issue.</p> <p><u>What was the budget for marketing and how did the department assess value for money?</u> CH briefed that the budget was £73.5 k in 2021/22 and £76.5k in 2022/23. The effectiveness of different marketing channels was assessed by surveying those that attend Open Evenings. The key marketing messages were the College’s good reputation, aspiration, the range of courses and its status as a specialist 6th Form provider.</p> <p><u>Is the new website landing well with 16-year-olds?</u> CH explained that the College had done much work with young people in developing the website. She also noted that the student voice was heard through their attendance on visits to schools and the use of student voice on different social media channels.</p> <p><u>Did the College use all social media channels?</u> CH advised that the College posted on all social media channels but used different approaches on different channels. TikTok and Instagram tended to be used by younger people, but the College did not use them frequently as it was easy to get the tone of the message wrong.</p> <p><u>What was the College’s approach to the digitally excluded?</u> CH advised the College continued to send marketing cards and the prospectus was available.</p> <p>The Board thanked CH for her presentation.</p>
6.	College Update
	<p>The Principal briefed the Board on the key developments affecting College, highlighting:</p> <ul style="list-style-type: none"> • The Government’s latest change of approach to applied general qualifications; • Changes to the UCAS admissions procedure; • Continuing pay negotiations for teaching staff; and • The rising cost of energy. <p>Regarding developments within the College, the Principal highlighted:8</p> <ul style="list-style-type: none"> • The success of Mocks Week, with only 2 students absent. ELY noted the marking load for staff. • The positive outcome from the External Quality Review of the Barriers to Learning. 50 students had been engaged and they had been overwhelmingly positive. There were some points to work on. • The success of the College in recruiting teachers in several subjects including Economics, English, Maths and Law. The College’s recruitment success came against a difficult national background. • The Careers Team had been enhanced with the addition of an Employer Engagement Co-ordinator and a Student Support Adviser.

	<ul style="list-style-type: none"> • The new Student Union had been elected with Rebecca White as President and George Potter as Vice-President. • Progress was being made against all three of key College’s strategic priorities. • The success of the Spring Music Concert and the Women’s Hockey Team in reaching the national AOC Hockey Final. <p>Trustees asked whether the Principal had concerns about progress on the Development Plan; ELY said that she had no concerns. Trustees discussed the possibility of an OFSTED Inspection in the next couple of years; they asked ELY to provide Trustees with the questions Inspectors would ask together with any feedback from recently inspected Colleges.</p> <p>Action: ELY to share the OFSTED Inspection question set and any feedback from recent Inspections at other Colleges.</p>
7.	Committee Reports
	<p><u>Curriculum and Quality Committee - 20th February 2023</u> PH reported that the C&Q meeting had considered data on the composition of the student body, and how that compared with the local area. The Committee concluded that student body reflected the local area. The Committee had also considered retention rates, noting that low prior GCSE results and Safeguarding concerns were correlated with lower retention rates.</p> <p><u>Governance and HR – 27th February 2023</u> NR reported on the discussions regarding diversity of the workforce, noting that the Committee’s conclusions were in line with those reached by the C&Q Committee. He also highlighted that the Committee had agreed that individual Trustees should maintain their own training logs and report their training to the Clerk every year. JP had drawn up a draft Training log and the Clerk had drawn up a list of potential training materials. The Board asked that the training logs and the list of potential training materials should be made available on SharePoint so that Trustees could learn from each other.</p> <p>Action: JP to share draft Training Log.</p> <p>Action: Clerk to share list of potential Training materials.</p> <p>Action: Clerk to establish Trustee training area in SharePoint.</p> <p><u>Finance and Estates – 6th March 2022</u> SB briefed the Board, in the Chair’s absence, highlighting the decision regarding the development of the campus and noting that the College was now seeking ESFA approval for the sale of the cottage to fund the development.</p> <p><u>Audit- 13th March 2023</u> GH noted that the Committee had completed an in-depth review of the risk associated with the Government’s changing policy on applied general qualifications. He also highlighted the two Internal Audit reports that the Committee had considered on Free School Meals and Bursary Funding, and GDPR. He advised that both reports had provided Strong Assurances.</p>
8.	Chair’s Report

	<p>The Chair noted that he had concluded that a Stage 3 Compliant should be heard by a panel of Trustees and he asked for Trustees to sit on the Panel. GH, JW, PH and DR volunteered. The Board agreed that, given their prior experience, PH and DR should sit on the Review panel.</p>
9.	<p>Documents for Approval</p> <p>Admissions Policy</p> <p>The Admissions Policy 2024 was approved by the Board of Trustees.</p> <p>Financial Regulations and Procedures</p> <p>The Board reviewed the Financial Regulations and Procedures. The Trustees agreed that, on Page 18, the word “annual” should be added to the text on the Reserves Policy.</p> <p>The Board of Trustees approved the Financial Regulations and Procedures, subject to the amendment of page 18.</p> <p>Maternity Leave Policy</p> <p>The Board ratified the Maternity Leave Policy.</p> <p>Maternity Support Policy</p> <p>The Board ratified the Maternity Support Policy.</p> <p>Adoption Policy</p> <p>The Board ratified the Adoption Policy.</p> <p>Shared Parental Leave Policy</p> <p>The Board ratified the Shared Parental Leave Policy.</p> <p>Godalming College Decarbonisation Plan</p> <p>The Board ratified the Decarbonisation Plan.</p>
10.	<p>Management Accounts to 28th February 2023 and 3 Year Plan update</p> <p>SB updated the Board on the Management Accounts for the period to 28th February. Trustees asked how students on Free School Meals would be affected by any increase in catering prices; SB advised that funding for FSM students would be adjusted accordingly.</p> <p>The Board took note.</p>
11.	<p>Risk Register</p> <p>ELY introduced the Risk Register. Trustees noted that the most important risks were results, retention, and safeguarding. Trustees also agreed that, for the summer term, there should be separate risks for examination results and the OFSTED rating. There should also be risks regarding local Federation schools joining Multi Academy Trusts (MATs).</p>

	<p>The Board approved the Risk Register and agreed that it should be considered earlier in future meetings.</p> <p>Action: Clerk to schedule the Risk Register earlier on future agenda.</p> <p>Action: ELY to draft Summer Risk Register to reflect Trustee discussion of risk.</p>
12.	Safeguarding LINK Trustee Report
	<p>DR briefed the Board on her meeting with the Designated Safeguarding Lead, CXH. She had reviewed the Action Plan and the Single Central Register. She would look at it during her termly meetings with CXH. The main issue was the number of students needing support and the pressure on resources.</p> <p>DR noted that there had been one referral to the PREVENT programme; this was the second referral for the student.</p> <p>DR also advised that the monitoring of the filters on the IT systems was working well.</p> <p>The Board thanked DR for her update.</p>
13.	Any Other Business
	There was no other business.
14.	Dates of future meetings
	<ul style="list-style-type: none"> Monday 10th July 2023 at 4.30pm
15.	Report from the Remuneration Committee
	<p>The Chair asked all members of Staff, including Staff Trustees to leave. He then briefed the Board on the outcome of the meeting of the Remuneration Committee and the Committee's recommendation regarding the Principal's pay.</p> <p>The Board ratified the recommendation of the Remuneration Committee.</p>

The meeting closed at 6.35 pm

Signed Date.....