

THE BOARD OF TRUSTEES OF GODALMING COLLEGE

**Minutes of the meeting of the full Board of Trustees of Godalming College
held at the College on Monday, 25th March 2019 at 4.30pm**

Present:

Hamish Cameron Blackie	Adam Duce	Elizabeth Graham (Chair)
Geoff Howes	Douglas Jack	Justin Knight
Nick Poulter	Hannah Roberts	Emma Young (Principal)

In attendance:

Oliver Boyd (SU Vice President)	Sharon Harmon (Clerk)	Peter Hopwood (SU President)
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		Action
1	Apologies for Absence	
	Apologies for absence were received for Shirley Price, Zoe Marsden and James Fergus.	
2	Declarations of Interest	
	There were no declarations of interest.	
3	Presentation from Marketing and Schools Liaison Manager	
	<p>Chris Hayward, Marketing and Schools Liaison Manager, presented to the Board on the marketing and Schools Liaison function at the College. The presentation included an overview of the following areas of work; branding, events (including Open Evenings), online presence, direct marketing, market research, school liaison, public relations and marketing collateral.</p> <p>The committee discussed the following points with the Marketing and Schools Liaison Manager.</p> <ul style="list-style-type: none"> • The future of print media. Print advertising and prospectus printing still a large part of the marketing budget but envisage a move away from print to digital. • The benefits and reach of digital marketing. • Tracking the effectiveness of the various forms of advertising. • The use of Apps as a marketing and recruitment tool. • Trends in student recruitment since 2010. • The impact of the current demographic dip on student recruitment. <p>The committee thanked Chris for an informative presentation.</p>	
4	Draft minutes of the meeting held on 10th December 2018	
	The minutes of the meeting on Monday, 10 th December 2018 were approved by the Board and signed as an accurate record by the Chair.	
5	Draft minutes of the Extraordinary meeting held on 15th February 2019	
	The minutes of the Extraordinary meeting on 15 th February 2019 were approved by the Board and signed as an accurate record by the Chair.	

6	Matters Arising from the previous minutes	
	The Board noted that all actions from the previous meeting had been completed.	
7	Chair's Update	
	<p>The Chair gave the Board an update on developments this term.</p> <ul style="list-style-type: none"> • Oliver Stevens has been appointed to the Deputy Principal role following a rigorous recruitment process. • Following the recent recruitment and interview process for the Director of Finance and Estates role, no appointment was made. The Principal is putting in place interim arrangements to cover this function. The role will be advertised again at the start of next term. • An unprecedented number of strong applications have been received for the Director of Faculty role. <p>The Chair thanked the Board for all their help with the recruitment process for the above- mentioned roles.</p>	
8	Principal's Report	
	<p>The Principal highlighted the following points in the Principal's Report.</p> <ul style="list-style-type: none"> • The broad array of excellent extracurricular activities over the term. • Former student Max Bowen, who has recently secured a main character role in EastEnders, will be presenting to students and giving prizes at 'Let's Celebrate' event this year. • The development of the +1 offer is going well. • Overview of changing landscape of the sector. • Raise the rate campaign. • Parent focus groups. Looking at both pre enrolment and post enrolment. Full feedback will be given to the C&Q committee. Responses overwhelmingly very positive with some minor areas for consideration. 	
9	Committee Reports	
	<p><u>Curriculum and Quality</u> Elizabeth Graham reported on the meeting of the Curriculum and Quality committee on Monday, 4th March 2019. The following items were highlighted.</p> <ul style="list-style-type: none"> • Presentation from Head of Careers on Gatsby Benchmarks. • Discussion of curriculum developments, including T Levels. • Discussion of new Ofsted framework. <p><u>Finance and Estates</u> Douglas Jack (Chair) reported on the meeting of the Finance and Estates committee on Monday, 11th March 2019. The following items were highlighted.</p> <ul style="list-style-type: none"> • Update from Finance Planning Group. • Estates update, landscaping works and classroom adaptations now completed • Update on pay award negotiations. Support staff close to an agreement. Teaching staff hopeful of reaching an agreement in April. <p><u>Governance and HR</u> Elizabeth Graham (Chair) reported on the meeting of the Governance and HR committee on Monday, 18th March 2019. The following items were highlighted.</p> <ul style="list-style-type: none"> • The committee had a full discussion about Board size. It was agreed to co-opt further trustees if more than one suitable candidate applies for current Trustee vacancy. 	

	<ul style="list-style-type: none"> • There was no change in committee membership this term and no terms of office coming to end. • Two new student representatives have been appointed, Peter Hopwood (SU President) and Oliver Boyd (SU Vice President).The committee reviewed the summary of the skills audit. It was agreed it was a useful activity and will be used to inform training and recruitment. It was noted the current Board structure has a well-balanced and strong set of skills. • The committee reviewed and recommended to the Board for approval the self-assessment review summary and the Governance self- assessment report. • The committee reviewed and recommended to the Board for approval the new Trustees Induction programme. • The committee reviewed and recommended to the Board for approval the Code of Conduct for Trustees. <p><u>Chairs' Forum</u> Elizabeth Graham reported on the meeting of the Chairs' Forum on Monday, 25th March 2019. The Forum reviewed the Principal's targets and discussed the ongoing pay award negotiations.</p>	
10	Documents for approval from the Committee Meetings	
	<p><u>Code of Conduct for Trustees</u> The Board reviewed the updated Code of Conduct for Trustees.</p> <p>The Board discussed how contraventions of the Code of Conduct should be addressed. It was agreed that a procedure for managing contraventions should be considered.</p> <p>Action Principal and Chair to discuss procedure for managing contraventions further.</p> <p>The Code of Conduct for Trustees was approved by the Board of Trustees.</p> <p><u>Governance Self- Assessment Report</u> The Board reviewed the Governance Self- Assessment Report.</p> <p>The Governance Self- Assessment Report was approved by the Board of Trustees.</p> <p><u>Trustees Induction Programme</u> The Board reviewed the updated Trustees Induction Programme.</p> <p>The Trustees Induction Programme was approved by the Board of Trustees.</p> <p><u>Admissions Policy</u> The Board reviewed the Admissions Policy. The Principal outlined and explained the updates to the Admissions Policy.</p> <p>The Admissions Policy was approved by the Board of Trustees.</p>	EG/ELY

11	Strategic Documents	
	<p>College Development Plan</p> <p>The Board reviewed the spring term updates to the College Development Plan. The Board discussed the following updates to targets.</p> <ul style="list-style-type: none"> • Target 1/2 – continue to monitor applications for enrolment 2019 in order to plan ahead. The Financial Planning Working Group will consider and make recommendations to Finance and Estates Committee in June. • Target 3 – CIF bid has been submitted. • Target 8/10 – New approach to trustee training has been agreed and is to be implemented. • Target 16 – External Quality Reviews (EQRs) have been carried out across three areas of the College to date. The external assessment results are in line with College self-assessment. <p>Action Principal to remove reference to RSM from target 9.</p> <p>Noted 6.00pm Justin Knight left the meeting.</p> <p>Risk Register</p> <p>The Board reviewed the spring term updates to the Risk Register. The following points were noted.</p> <ul style="list-style-type: none"> • The context section on the front page of the Risk Register has been updated to clearly outline key risks. Going forward into the next academic year these key risks will form the basis of the targets. • Risk 14 added to register in relation to SMT restructure. • Risk 15 added to register to cover GDPR. 	ELY
12	Feedback from Finance Planning Group	
	<p>The Principal gave the Board an overview of the work of the Finance Planning Group. The group has met twice to date. The group's work is focused on how to achieve a balanced budget in the context of a widening funding gap and continued financial pressures in the sector. The group has been closely examining the budget to identify where savings can be made. The Group will bring a set of recommendations to the Finance and Estates Committee in June and then to Full Board meeting on 8th July.</p> <p>The Board discussed possible ways savings might be made, and initiatives to find saving.</p>	
13	AOB	
	None.	
14	Dates of future meetings for the next Academic Year	
	Monday, 8 th July at 4.30pm	
15	Confidential Item	
	Adam Duce, Hannah Roberts, Oliver Boyd and Peter Hopwood left the meeting for this item.	

The meeting closed at 6.30pm

Signed Date.....