

**Confirmed Minutes of the Full Governing Body meeting on  
Thursday 23<sup>rd</sup> March 2023 at 5.00pm at Holyport College**

<b>Governors</b> *denotes absence		<b>Initial</b>
Tom Arbuthnott	Educational Sponsor Link, Careers Governor	TA
Mandy Bains		MBA
Walter Boyle	Founding Head Master	WBO
Sue Dudley	Vice Chair, Chair of Curriculum Committee, SEND and Pupil Premium Governor	SDU
Mark Jones	Chair of Welfare Committee, Safeguarding Governor	CMJ
Ben McCarey	Head Master	BMc
Gill Monk	Chair of Nominations and Successions Committee	GM
Adrian Percival		AP
Bruce Powell	Chair of Governors, Chair of Finance Committee, Chair of Strategy Committee	BP
Johnny Robertson		JRO
Sheridan Swallow	Chair of Audit and Risk Committee	SSW
Lorraine Wales	LAC and Wellbeing Governor	LW
Chris Wilton		CW
<b>In attendance</b>		
Graham Alford	Assistant Headteacher, Head of Sixth Form	GAL
Adam Bicknell*	Assistant Headteacher, Professional Learning	ABI
Liz Critchlow	Clerk to the Governors	LC
Roz Doctor	Bursar	RDO
Steve Gardner*	Deputy Head, Head of Boarding	SGA
Daniel Hubbard*	Assistant Headteacher, Assessment and Co-Curricular	DHU

<b>Item No</b>		<b>Action Lead</b>
<b>1</b>	<b>Welcome and Apologies</b>	
1.1	Everyone was welcomed to the meeting. The Chair introduced Mandy Bains, the newly elected parent governor. Apologies were received and accepted from ABI, DHU and SGA.	
<b>2</b>	<b>Any Other Business</b>	
2.1	None.	
<b>3</b>	<b>Declarations of Interest in the agenda</b>	
3.1	There were no declarations of interest in the agenda.	
<b>4</b>	<b>Approval of minutes of meeting on 01.12.22, matters arising and update of action list</b>	
4.1	Governors approved the minutes of the meeting on 1 <sup>st</sup> December as a true and accurate record.	
4.2	<u>Matters arising and update of action list</u> The Bursaries team are developing relationships with charities such as Buttle and RNCSF and a proposal will be put forward to be discussed at an extra Bursaries Committee meeting to be arranged for next week.	LC
4.3	GDC Terms of Reference to be reviewed – this will take place alongside the review of the Exclusions Policy, which will go to the next GWC meeting.	LC

4.4	Planning for the College anniversary will be an agenda item for the Summer term.	BMc
4.5	The rolling action list was updated.	
<b>5</b>	<b>Head Master's Report</b>	
	<u>Current Position</u>	
5.1	There has been an increase in the number of boarders since before Christmas and it is anticipated that retention of boarders will be significantly improved this year compared with last year.	
5.2	The new Registrar joined in January and is already having a very positive impact on boarding admissions. The College continues to work with other schools to support managed moves and it was noted that there are several success stories of students who have joined the College under managed moves.	
5.3	There has been a slight decrease in numbers of students in key groups such as FSM, care experienced and EHCP children this year, but there is set to be a slight increase in these again next year, so percentages are broadly static. It was agreed that for future reports the numbers of Pupil Premium students would be separated into the higher and lower school, day and boarding.	BMc
5.4	Although data on exclusions has been fairly stable year on year, there has been an increase in suspensions since last December and it was noted that 20% of suspensions this year are for Year 12 students. It was agreed that it would be useful to identify numbers of individuals in suspension figures to provide Governors with (anonymised) information about repeat offenders.	BMc
5.5	It was noted that there had been some behavioural issues with Year 8 earlier in the year which have now been resolved following intervention which included a number of suspensions. It was suggested that this cohort may have been adversely impacted in terms of socialisation by COVID.	
5.6	There is a positive picture for attendance: the College is in the top 10% of all schools nationally and has the highest attendance rates in RBWM. Governors requested a breakdown of boarding and day attendance and it was agreed that BMc would liaise with WBO for this. It was also agreed that there would be a follow-up with the P.E. department regarding the recording of attendance for students who go to sports fixtures.	WBO/BMc
5.7	It was noted that figures for persistent absenteeism for all year groups are lower than the national average but within the College the highest rates of persistent absenteeism are in Year 10 and Year 11.	BMc
5.9	<u>Admissions</u> A public consultation into the proposed changes to the Admissions Policy was held in early 2023 and the great majority of responses were supportive of the changes. It was therefore agreed with RBWM that the College will increase its intake of day students from 52 to 64 in September 2023 and the additional students will be admitted as a bulge year.	
5.10	It was noted that RBWM is contracted to handle the admissions process for the College and this year made some serious administrative errors and did not share provisional admissions data with the College in advance of national offer day. The result of these errors was that five Pupil Premium families, who had initially been told they had places at the College, had their places withdrawn a week after national offer day. It was noted that the College intends to make a formal complaint against RBWM and Governors expressed their concern and offered their support for this complaint. It was agreed that it would be important for the College, as admissions authority, to ensure that admissions data is seen prior to offers being made to ensure that a situation such as this does not occur again.	BMc

5.11	Boarder numbers for next September are now looking more positive and the regular provision of management information around admissions is allowing for improved accuracy in budget forecasting. There are currently 201 boarders confirmed for next September with 6 additional applicants in the system. The budget has been set for 208 boarders next year, however it is hoped that this number will be exceeded. It was noted that boarding numbers are forecast to increase slightly year on year over the next few years. Sixth Form boarding admissions are particularly strong for next year; girls' boarding is oversubscribed and it is hoped that boys' boarding will also be full.	
5.12	<u>Staffing</u> Recruitment is still proving to be challenging nationally and there are a few vacant positions at the College, including some where teachers have left part way through the academic year. However, there is a high quality workforce and a good staff morale and there is optimism that the College will be fully staffed for next September. A new Head of Computing has been recruited to start in September and the position is being covered by FunTech. A new Head of History has been appointed internally and a new Chemistry teacher has been appointed to start in September. A MFL vacancy and a History vacancy will be covered by a supply teachers next term. The College continues with its ongoing work on staff wellbeing and is taking a proactive approach to retention. GFC have commissioned a full review of the Pay Policy next year and have asked for a ring-fenced recruitment and retention budget within future budgets to ensure that the College remains competitive and attractive. The College is also looking at other staff benefits, such as a leasing scheme for electric vehicles which will be brought to the next GFC meeting.	
5.13	<u>Mock Examinations</u> Mock exams went smoothly and were well administered by invigilators. GCSE and A level mock exams were run concurrently and later in the year than previously. Summaries of GCSE and A level mock data were circulated to Governors and a few areas for immediate action were highlighted. Mock examinations in 2022 were not graded by the College so year on year comparison is not possible. A Head of Year 11 has been appointed and is working to coordinate actions and interventions following mocks. Areas of strength which have been identified following analysis of Year 11 mock data include a high P8 forecast, a high percentage of students entered for the English Baccalaureate, an increase in the percentage of grade 9s projected and high attainment expected in Art and History. Areas for development include the 7+ percentage below target gap in progress by gender, progress of EHCP students and Latin attainment. Areas of strength which have been identified following analysis of Year 13 mock data include proportion of grades at A*A, excellent value added for students with SEN needs and excellent projected outcomes in English and Spanish and Core Maths. Areas for development include Geography, Further Maths and capacity within Computer Science. University offers so far this year are looking good and are broadly in line with last year's offers. There are currently 77 Year 12 students working towards an EPQ and last year's results were excellent with 100% students who took an EPQ achieving A* - B and 84% A*A. EPQ mock data is strong and broadly in line with that of last year.	RDO
5.14	<u>Pupil Premium</u> An updated Pupil Premium Strategy document was sent to Governors. There will be a specific focus on this area next academic year and the strategy will	

5.15	<p>be reviewed in the Summer term. It was agreed that SDU, in her capacity as Pupil Premium Governor, would visit AJE next term.</p> <p><u>Careers</u> A review of careers provision has been carried out using Compass, an externally validated self-evaluation tool which assesses careers provision against national benchmarks. The College was awarded excellent scores in this review. Next year there will be a focus on careers, with a particular emphasis on how each department is promoting careers and professional skills within their curriculum. The College helps students to develop transferable skills such as confidence and independence and teaches them how to discuss these skills in an interview. This year work place visits have been arranged for Year 10 students and all Year 12 students have a week of work experience.</p> <p>It was noted that a Careers Enterprise representative visits the College once a term and that it would be useful if a Governor could join one of these visits. It was agreed that this would be discussed at GWC, where a Careers Governor could be appointed. A new Careers Strategy has been developed in collaboration with the Careers and Enterprise Company and an update summary of careers provision will be posted on the College website. This information was sent to governors ahead of the meeting.</p>	SDU
5.16	<p><u>SLT Restructure</u> Following an internal process ABI has been appointed as Deputy Head Academic from April 2023. Governors congratulated ABI on this appointment.</p>	CMJ/GWC
5.17	<p><u>Refurbishment of Boys' Boarding</u> Proposals were approved by GFC in March to refurbish boys' boarding by upgrading furniture and replacing carpets. These plans involve a better utilisation of space and an increase in the number of beds on each corridor, which will increase boarding capacity. It is hoped that it will be possible to recycle the old furniture.</p>	
5.18	<p><u>Update on Priorities from 2022/23 Development Plan</u> The 2022/23 Development Plan has been updated and a new objective in relation to developing music provision has been added following discussions at GCC. AP will conduct a governor visit to the Music Department in the Summer term to review the curriculum plans.</p> <p>A parental survey will take place in May.</p>	AP
<b>6</b>	<b>Strategic Priorities</b>	
6.1	<p><u>Updated 5 Year Development Plan</u> The 5 year development plan has been revised and the strategic priorities have been discussed at CSC. The main change is the streamlining of KPIs, some of which have been replaced with a 0.5 progress target. It was agreed that BMc would discuss with AP a suitable P8 target for disadvantaged students. It is hoped that progress scores will become more consistent year on year and it was noted that the targets in the plan represent a consolidation and then gradual improvement of the current position. Governors approved the 5 Year Development Plan.</p>	BMc/AP
6.2	<p><u>5 Year Financial Plan</u> The 5 year budget outlook was circulated ahead of the meeting. Next year's figures are based on an assumption of 208 boarders, a boarding fee increase of 7.5% and a day intake of 64. Salary costs assume a 5% increase and 2% for progression. Throughout the 5 year budget the total salaries as a percentage of expenditure is no higher than 70%. The budget assumes an increase in boarding numbers to 216 in the outer years and an annual increase of 5% to boarding fees from September 2024 onwards. Operating surplus as a</p>	

	percentage of income is forecast to be 1.2% in 2023/24, rising to 6.2% in 2027/28. The budget outlook shows an increase in reserves which is driven by an increase in boarding numbers. Governors approved the 5 Year Financial Plan.	
<b>7</b>	<b>Bursar's Report</b>	
7.1	<u>Latest Management Accounts (including outlook)</u> Governors received the Management Accounts for February including a reforecast, which shows £92k operating surplus for the year.	
7.2	<u>Capital projects</u> At the beginning of year £200k was set aside for capital projects. This has now been reduced to £79k due to a reduction in boarding income. This includes £26k for the CIRL Room, £22k for the Westbrook Theatre lighting and £6k for boarding house refurbishment. There is £12k unspent and a proposal has been approved by GFC to add this to the £41k capital grant which was received from the ESFA and also to a further £6k which had been earmarked for IT and other small capital projects, in order to refurbish the boys' boarding houses at a cost of £60k.	
7.3	<u>Eton Fives</u> A revised cost summary of just under £600k for three courts has been received from the consultants, Ridge, for the Eton Fives project. The next phase of the project (to firm tender) will cost £67k, of which the Eton Fives Association (EFA) will provide £55k and the College has committed to supporting by contributing £12k from reserves which will be repaid later in the project when more donations are collected. It is planned that £400k will be firmly committed by identified major donors and that the remaining c.£200k will be raised by the EFA with active support from the College. However, the timing of when this money will be raised is not yet certain. GFC has noted that although there are contingencies in the £600k, there is also risk in the fundraising programme. The FGB will be consulted when the project costs and related funding risks are more fully understood.	
7.3	<u>Winton/CIRL Refurbishment</u> The forecast cost of the Winton/CIRL refurbishment is £112k but there could be some savings in this and £3.5k is uncommitted. The £112k includes £14k for a wall to be knocked down and a large steel erected to create a library space. Work on the Winton roof has now been completed. The total cost of the project was £359k. The CIF bid money awarded was for a project total cost of £355k of which the College contributed £53k.	
7.4	<u>Estates Master Plan</u> There are a number of small projects and the performing arts and pavilion in the quad are the likely first choice for projects. Architects, CSK, have proposed that the cost of an outline planning application for the full Estates Master Plan would be £28k and a pre-planning application would be £11k. CSK have recommended that the College commission an outline planning application as their experience with pre-planning applications locally has not been good. A third option has now been proposed to obtain planning permission for the first three projects. Governors agreed that this seemed to be a sensible suggestion and it was agreed that RDO would find out the cost for doing this. It was agreed that this would be discussed in more detail at the next CSC meeting. It was noted that it would be important to consult with the local community regarding any proposed planning application.	
7.5		RDO CSC
7.6	<u>Boarding fees</u> A recommendation has been made to increase boarding fees by 7.5% for 2023/24 (£16,158). This recommendation has been approved by GFC. It	



7.7	<p>was also previously agreed and communicated to parents that there will be a £999 increase to Sixth Form boarding fees for 2023/24 for those joining the College in Year 12. An assumption of 5% cost inflation has been made in the 5 year forecast and GFC agreed that the increase in fees should be at least 2% above cost inflation. It was agreed that BMc and RDO would review the increase in fees for current Year 11 boarders who enter the Sixth Form in September and communicate any decisions or recommendations by email to GFC. Governors approved of the proposal to increase boarding fees by 7.5% for September 2023 and agreed to delegate authority for any further decisions on boarding fees for 2023/24 to GFC.</p> <p><u>Treasury Policy</u> GFC has approved a new Treasury Policy which sets out the following principles: One month's worth of expenditure will be retained in the College's current account (£600k.) Reserves (£400k) and deposits (£600k) will be held in at least a 6 month deposit and a maximum 1 year deposit. £1m has been invested on a 6 month deposit with Lloyds until September 2023 at 2.9%. To hold any remaining funds in a short-term deposit account (32-days' notice, instant access or 1 month). Approximately £400k will be put in a short term deposit account in April 2023 at an interest rate of around 1.7%. Governors approved this policy.</p>	BMc/RDO
7.8	<p><u>Foundation</u> It is proposed that a foundation will be set up during the next financial year. A proposal will be drawn up to outline the intended objectives and a more detailed structure for this foundation and will be brought to the FGB next term. It is proposed that the foundation will be an incorporated charity which is a subsidiary of the College. It is planned that the launch of the foundation will coincide with the College's 10 year anniversary. It has been proposed that a database of alumni will be set up and it was agreed that further investigation would take place on how this can be done in accordance with GDPR regulations. The principal aims of the foundation will be to set up a fund to invest in projects and to generate funds for additional bursaries.</p>	RDO
7.9		RDO
<b>8</b>	<b>Nominations and Successions Committee</b>	
8.1	Governors received the minutes of the NSC meeting on 26 <sup>th</sup> January.	LC
8.2	Following the recent parent governor election, Mandy Bains joined as Parent Governor on 24 <sup>th</sup> February 2023.	
8.3	The NSC recommended that Dalmane Alberga be appointed as a Co-opted Governor. Governors who had not themselves been co-opted approved this appointment and it was agreed that LC would circulate Dalmane's CV to the FGB.	
8.4	The NSC had recommended that WBO be re-appointed and be appointed as a Member Appointed Governor. It was noted that Members had agreed to appoint WBO as a Member Appointed Governor at the AGM which had preceded the FGB meeting. Governors were supportive of this appointment.	
8.5	Following a recommendation by the NSC, BP proposed that GM be re-appointed as a Co-opted Governor. Governors who had not themselves been co-opted approved this re-appointment.	
8.6	It was noted that GM would remain as Chair of NSC but would step down from GFC.	
8.7	It was proposed that MBA would join the Audit and Risk Committee and Governors approved this appointment.	

8.8	It was proposed that Jo Rainey, Head of Teaching Practice at Eton College would join GCC as an Independent Member of the committee. Governors approved this appointment.	NSC
8.9	It was noted that the Bursaries Committee was looking for an additional member and TA offered to join the committee. Governors approved this appointment. It was agreed that the role of the Bursaries Committee in relation to the setting up of the foundation will be discussed by the NSC at the next meeting.	
8.10	The Terms of Reference have been reviewed by the committee and sent to the FGB and no changes were recommended.	
<b>9</b>	<b>Welfare Committee</b>	
9.1	Governors received the minutes of the Welfare Committee meeting on 2nd March. CMJ has visited the College several times this year and has met with WBO and RDO to check the Single Central Record. CMJ confirmed that he is satisfied that the SCR is now in good order and that the correct procedures are taking place. Clive Haines from RBWM has also visited to check the SCR and considered this to be in excellent shape with all the necessary records and procedures in place.	
9.2	There has recently been a full NMS boarding audit and the committee has received a full report detailing recent changes to medical provision. There has been a review of online safety using a national school evaluation tool which showed the College to be doing well in most areas. There is an action list arising from this review which includes the creation of an online safety group. The number of safeguarding referrals has been more stable this year and there have been no major changes in the reasons for referrals. A new Mental Health Practitioner is due to start next week and there are a number of other staff within the College who are trained to offer mental health support. Provision for training remains excellent and recent training has included a session on "Prevent" and a visit by "Everyone's Invited". The Terms of Reference have been reviewed by the committee and no changes were recommended.	
<b>10</b>	<b>Curriculum Committee</b>	
10.1	Governors received the minutes of the Curriculum Committee meeting on 23 <sup>rd</sup> February. The Terms of Reference have been reviewed by the committee, minor amendments have been made and these have been circulated to the FGB.	
<b>11</b>	<b>Finance Committee</b>	
11.1	Governors received the minutes of the Finance Committee meeting on 9 <sup>th</sup> March. The Terms of Reference have been reviewed by the committee and no changes were recommended.	
<b>12</b>	<b>Strategy Committee</b>	
12.1	Governors received the minutes of the Strategy Committee meeting on 9 <sup>th</sup> February. The Terms of Reference have been reviewed by the committee, minor amendments have been made and these have been circulated to the FGB.	
<b>13</b>	<b>Audit and Risk Committee</b>	
13.1	Governors received the minutes of the Audit and Risk Committee meeting on 22 <sup>nd</sup> February. The Terms of Reference have been reviewed by the committee, minor amendments have been made and these have been circulated to the FGB.	
<b>14</b>	<b>Policies</b>	
14.1	<u>Financial Management Manual</u> The Financial Management Manual has been reviewed by GFC and was approved by the FGB.	

14.2	<u>Pay Policy</u> The Pay Policy has been reviewed by GFC and was approved by the FGB.	
14.3	<u>Provider Access Policy</u> The Provider Access Policy has been reviewed by GWC and was approved by the FGB.	
14.4	<u>Tackling Extremism and Radicalisation Policy</u> The Tackling Extremism and Radicalisation Policy has been reviewed by GWC and was approved by the FGB.	
<b>15</b>	<b>Chair's Action: to note any urgent action taken by the Chair since the last meeting</b>	
15.1	None.	
<b>16</b>	<b>Governance Update</b>	
16.1	BMc will invite Governors who have not yet visited the College this year for visits next term and will suggest areas in which visits could be of most use.	BMc
16.2	The schedule for meetings for 2023/24 was circulated. It was requested that if Chairs of committees need to make any changes, they should contact LC.	
<b>17</b>	<b>AOB</b>	
17.1	None.	
<b>18</b>	<b>Date of next meeting</b>	
18.1	Thursday 29th June 2023 at 5.00 pm.	

Signed:

Date:

Bruce Powell (Chair)