

**Confirmed Minutes of the Full Governing Body meeting on
Thursday 30th June 2022 at 5.00pm at Holyport College
with option to attend virtually**

Governors		Initial
*denotes absence		
Tom Arbuthnott	Educational Sponsor Link, Careers Governor	TA
Walter Boyle	Founding Head Master	WBO
David Churchill*		DCH
Sue Dudley*	Vice Chair, Chair of Curriculum Committee, SEND and Pupil Premium Governor	SDU
Rachel Harris	Chair of Bursaries Committee	RHA
Mark Jones	Chair of Welfare Committee, Safeguarding Governor	CMJ
Ben McCarey	Head Master	BMc
Gill Monk	Chair of Nominations and Successions Committee	GM
Karen Neale*	Chair of Audit and Risk Committee	KNE
Adrian Percival		AP
Bruce Powell	Chair of Governors, Chair of Finance Committee, Chair of Strategy Committee	BP
Johnny Robertson		JRO
Lorraine Wales*	LAC and Wellbeing Governor	LW
Chris Wilton		CW
In attendance		
Adam Bicknell		ABI
Liz Critchlow	Clerk to the Governors	LC
Roz Doctor	Bursar	RDO
Steve Gardner	Deputy Head, Head of Boarding	SGA

Item No		Action Lead
1	Welcome and Apologies	
1.1	Everyone was welcomed to the meeting. Apologies were received and accepted from SDU, LW, KNE, DCH, SSW and GAL. CW, SGA and RDO attended the meeting remotely via Googlemeets. It was noted that SDU, LW and RDO were unwell and Governors sent them best wishes for a speedy recovery.	
2	Any Other Business	
2.1	College's 10 th anniversary Biodiversity Date of next FGB meeting	
3	Declarations of Interest in the agenda	
3.1	There were no declarations of interest in the agenda.	
4	Approval of minutes of meeting on 24.03.22, matters arising and update of action list	
4.1	Governors approved the minutes of the meeting on 24 th March as a true and accurate record.	
4.2	<u>Matters arising</u> It was agreed that the action relating to Fives Courts would be removed from the action list until the College has a firm plan to propose to Eton College.	

	It was noted that the action list had been updated prior to the meeting.	
5	Head Master's Report	
5.1	<p>Governors received the Head Master's Report.</p> <p><u>NOR, Key Groups, Attendance, Exclusions, Racist Incidents, Admissions, Recruitment</u></p> <p>The College has emerged from the pandemic in a strong and stable position, which is reflected in the number of students on roll and the financial position. There is a continuing drive to review and monitor self-improvement. It was noted that the percentage of pupil premium students is broadly similar to the figure locally and that a high percentage of these students are Post Looked After Children. Two students who have successfully completed managed moves to other schools were care experienced and there have been no permanent exclusions so far this year. It was agreed that figures for Post Looked After Children would be included in future reports.</p>	BMc
5.2	<p>Attendance figures are higher than the national average however, there has been a slight decrease since March and a review of attendance processes is included in the updated College Development Plan. Pre-COVID attendance was around 95% (Years 7 – 11), this is now 93%. It was noted that attendance figures include boarders and Governors requested that attendance for day students and boarders be reported separately. Governors noted that persistent absence is a useful indicator and going forward there will be a focus on trying to identify persistent absentees sooner so that support can be put in place at an earlier stage.</p>	BMc
5.3	<p>The total number of boarders reported for next year is currently 214, although the budget is set for 218 boarders, which is an ambitious but realistic target. Boarding capacity is currently at 224 and will increase to 226 next year with the possibility of rising to 228 the following year.</p>	
5.4	<p>There are a number of staff leaving at the end of term and recruitment has been challenging this year, which reflects the situation nationally. Following the resignation of the Senior Matron it has been decided to further restructure the boarding team to include two new positions of Assistant House Master and to change the non-resident Matron's role to Non-resident Matron and Domestic Bursar. Two new Resident Boarding Assistants are due to join the College in September and all resident staff will be trained to a good level of first aid and to administer medication. There are currently a few vacancies, including HR Manager, Director of Music and Estates team apprentice. FKE, Day House Master of Brunel and Boarding Deputy House Master, will be leaving at the end of term and Governors wished to place on record their thanks for her work at the College. MDA will be leaving ELT at the end of the year and FLU will join ELT in September. A new member of staff has been recruited to support DHU with the co-curriculum and the cleaning team has now been brought in-house.</p>	
5.5	<p><u>Public Examinations Update</u></p> <p>Public exams have finished and went smoothly with the exception of one or two operational/administrative issues and it was agreed that GCC would look into these in the autumn. DHU is conducting a full review and will</p>	GCC
5.6	<p>present a summary of the exam season and any actions arising to Governors in the autumn.</p>	DHU
5.7	<p><u>Stakeholder Surveys</u></p> <p>Parental, student and staff surveys have been completed and a review of these with actions arising was sent to Governors. In comparison with the last survey in 2019, either the results are similar or more positive in most comparable questions. It was noted that 20% of students who responded to</p>	

<p>5.8</p>	<p>the survey did not feel that the College dealt adequately with bullying, although there has not been an increase in the number of bullying incidents. In response to this a specific objective under behavioural safety relating to a review of bullying procedures is included in the CDP, there will be additional training for all staff and measures will be taken to raise awareness of bullying. It was also noted that 10% of students who responded to the survey had concerns about “there is an adult I can talk to if something is worrying me”. These concerns were more prevalent amongst students from Years 9 and above and considerable work has taken place with Years 7 and 8. There are plans to introduce an online area where students can report bullying and other concerns in September. Governors noted that the response rate for the student survey was 17% and that priorities arising from the survey are reflected in the development plan for next year.</p> <p><u>Update following Curriculum Review Meetings</u></p> <p>The final round of Curriculum Review meetings for the year are currently taking place, with a focus on what has been achieved this year and what is planned for the following year. DHU has overseen meetings about achievement data and plans for assessment for next year, and GAL has discussed Sixth Form admissions and plans for next year. ABI has also discussed CDP with middle leaders, who have requested additional time. Time has been allocated next year for middle leaders to meet with their departments to develop the curriculum and they will each write a department development plan for the coming year. The learning environment within the College is focused and calm and the majority of teaching is of a high standard.</p> <p>An area for development next year is that assessment will be aligned to curriculum guides and curriculum documentation will be reviewed annually in the summer. Student voice has informed curriculum planning for some departments and other departments will be encouraged to include this in planning for next year. Teachers and middle leaders now have a greater understanding of what is expected during an Ofsted inspection and AP has visited the College to provide support in this area.</p>	
<p>5.9</p>	<p><u>Curriculum Development</u></p> <p>There will be a change to the R.S. curriculum to place greater emphasis on the teaching of philosophy alongside teaching of world religions from Year 9 onwards. The College has applied for a place on the DfE’s Latin Excellence Programme. If successful the College will receive £15k funding per annum to support the programme and there will be an objective to increase numbers of students taking GCSE Latin.</p>	
<p>5.10</p>	<p><u>Curriculum Support Restructure</u></p> <p>The Curriculum support restructure has taken place and it is anticipated that all new roles will be filled by the end of term.</p>	
<p>5.11</p>	<p><u>CIRL Update</u></p> <p>Teachers have been introduced to the main aims of CIRL and have given their feedback on professional development at the College. Architect plans have been drawn up and furniture suppliers have visited. The current focus is on undertaking the building work to create the multi-usage area, which is due to be completed by September. There will be discussions about a formal opening in due course and Governors requested a report from SLT at the end of the autumn term to outline the progression of the CIRL project.</p>	
<p>5.12</p>	<p><u>Update on Capital Projects and 2022/23 Capital Priorities</u></p> <p>There has been a strong focus this year on upgrading facilities, which is very important to maintain the College’s position in a competitive market.</p>	<p>ABI/BMc</p>

5.13	<p>Several of the ongoing capital projects have been supported by external sources of funding, including the CIF bid for the Winton roof, Thomas Frank's investment in the servery and a generous donation from Eton to support the CIRL. Once the location for the Fives Courts has been confirmed there will be a tendering process to ascertain the cost of the project. The College will then be in a position to approach the various groups who have indicated support for the project.</p> <p><u>Estates Master Plan</u></p> <p>There are ambitious longer term plans to continue the upgrading of facilities and CSK have been commissioned to draw up an Estates Master plan. Initial findings relating to this plan will be presented in July and the plan is due to be finalised in November. A draft report will be considered by CSC and a full report will be provided to FGB in December.</p>	BMc
6	College Development Plans: 2022-2027 and 2022- 2023	
6.1	<p><u>2022-2027 Plan</u></p> <p>The 5 year strategic plan was discussed at CSC and FGB in March and the KPIs will be updated. BMC has adapted the wording around Ofsted ratings, included a focus on Sixth Form admissions criteria for disadvantaged students and added a bullet point regarding relations with Royal Springboard. It was observed that of the five strategic priorities only two relate to students' outcomes. It was agreed that BMC would reword and reorder the plan and bring a revised version to the FGB in September. Governors approved this plan.</p>	BMc
6.2	<p><u>2022-23 Plan</u></p> <p>A section on data outcomes and priorities arising from outcomes will be added to this plan in September. Included for next year is a focus on improving the quality of CPD for teachers by establishing a CIRL in partnership with Eton College. There will also be a focus on the creation of departmental assessment frameworks and a commonality around the language that teachers use for the curriculum and assessment.</p>	BMc
6.3	<p>Another priority will be to improve the co-curriculum by better resourcing it and increasing variety. There will also be a continued focus on diversity and an increased focus on sustainability through opportunities provided by outdoor learning and the new caterers. Remote parents' evening has been a success and will be continued next year, however there is an objective to find additional opportunities to engage with parents in person.</p>	
6.4	<p>This year's focus on reading will continue and Sixth Form priorities include the fostering of academic independence and taking account of feedback from students.</p>	
6.5	<p>BMc will add to this plan an objective to work towards increasing the number of students who transition from Year 11 to the Sixth Form and a column for Governor committee oversight of objectives. Regular updates will then be provided to the committees on relevant areas of the plan.</p>	BMc
6.6	<p>Governors approved this plan.</p>	SLT
7	Eton-Holyport Partnership Audit and Development Plan	
7.1	<p>This plan was received by Governors. There has been a highly successful return to "in person" interaction between students and staff this year, with many visits taking place between the two schools. The partnership continues to go from strength to strength and future plans demonstrate a synergy between some of the objectives of the two institutions, for instance in the area of societies and co-curriculum, environmental work and CIRL. Governors noted that this was very pleasing and wished to record their gratitude to Frank Hardee and Nick Roberts for their work in co-ordinating the partnership activities.</p>	

8	Governors' Finance Committee	
8.1	<p><u>Bursar's report and Period 9 Management Information</u> Governors received the Bursar's Report and Period 9 Management Information.</p> <p>The management accounts at Period 9 show a forecast operating year end surplus of £287k, versus a budget of £9k. The main driver of this increase is an additional 11 boarders which provides an additional income of £154k. There have also been salary savings of £71k which includes savings on pensions and on salaries for staff who have left and not been replaced. The forecast operating surplus as a percentage of revenue is 4.1%, which is a good outcome. Capital spend for the year was originally set at £110k, this has now been increased to £200k based on the improvement in forecast during the year. £120k had previously been set aside for refurbishment of the common rooms, however the final total spend was £80k.</p> <p>Net current assets are currently £649k. Forecast year end reserves are £300k of which £100k is advance CIF bid funding for the Winton roof, which will leave £200k in reserves. Expenditure on the Winton roof will include £53k from the College's reserves. There have been several very successful capital projects this year, including the common room refurbishment and development of the Westbrook Theatre. Governors commented that the success of this year's finances provided a strong base on which to build next year's budget.</p>	
8.2	<p><u>Budget 2022/23</u> The budget for next year is based on a boarder number of 218, which is optimistic but achievable. The longer term target for operating surplus as a percentage of revenue is 5% and this is expected to be around 4% in 2022/23.</p> <p>There is an increase in support staff salaries from 2021/22 – 2022/23 which includes bringing cleaning inhouse, 3% increase in support staff salaries and change of category for Bursar from teacher salaries to support staff salaries. Key performance indicators for the next 5 years include:</p> <ul style="list-style-type: none"> • boarding income to EFA income 45 - 47% • total staff costs as % of income 65 – 67 % • catering as % of income 10%. <p>The budget for capital expenditure for 2022/23 has been set at £200k and includes boarding house refurbishment and Sixth Form boarding kitchen upgrade, CIRL furniture and technology, Westbrook Theatre lighting and upgrade to the College Wi-Fi infrastructure. A 3 year lease is available for Wi-fi and the Budget Capital expenditure has been agreed by GFC at £200k. It was noted that it might be possible to lease the Wi-Fi in order to spread the cost over several years and it was agreed that RDO would investigate if this is permitted by the ESFA. Governors approved the proposed capital plans and approved in principle a total of up to £250k for capital expenditure for next year, subject to a final decision on the total and the detail of the plan for capital expenditure (including the possibility of spreading the cost of Wi-fi with a 3 year lease) being further refined by GFC by email.</p>	RDO/GFC
8.3	<p><u>Catering Contract</u> Governors noted the placement of a 5 year catering contract with Thomas Franks. It was noted that there is no inflationary increase for the cost of food included in the budget but a letter has been sent to parents explaining that the cost of meals will be reviewed in January 2023. The cost of the contract for next year is £727k. Thomas Franks has agreed to donate an investment of £180k to the College, to include £110k on serveries, a bio</p>	

8.4	processor and £10k for a horse box to be converted into a mini café. Thomas Franks will have ownership of these items for the duration of the 5 year contract. <u>Bad Debts</u> A proposal to write off old unrecoverable bad debts totalling £26k against the existing provision was recommended to the FGB by GFC. This proposal was approved by Governors.	
8.5	<u>College Bank Account</u> A proposal was recommended to the FGB by GFC to move the College bank account from Barclays to Lloyds. The reasons given for this move were: service levels from Barclays are low and it can take a long time to get through on the phone; Barclays are unable to confirm that it will be possible to move to direct debits and this is something that is very important for the future collection of boarding debts. This proposal was agreed to by Governors by email subsequent to the meeting.]	
8.6	<u>Minutes of GFC meeting on 16.06.22</u> Governors received the minutes of the GFC meeting on 16 th June.	
9	Governors' Curriculum Committee	
9.1	Governors received the minutes of the GCC meeting on 18 th May.	
10	Governors' Welfare Committee	
10.1	<u>LAC Annual Report</u> Governors received the Looked After Children Annual Report.	
10.2	<u>Safeguarding Annual Report</u> Governors received the Annual Safeguarding Report. CMJ has visited the College to undertake a review of the Single Central Record with DWI and reported that he was satisfied that everything is in order. CMJ confirmed that safer recruitment training takes place and that the College continues to deal well with safeguarding issues and any ongoing concerns relating to racism. CMJ has visited the boys' and girls' boarding houses and reported that students seemed to be happy and confirmed that they felt safe. CMJ also attended a parents' diversity working party; there were no specific actions arising from this meeting except for a wish for representation on the Governing Board for diversity matters. BMc has proposed a potential candidate and will forward a C.V. to Governors for their consideration.	BMc
10.3	In response to advice from RBWM for the College not to make any referrals for Early Help for mental health support whilst the Mental Health Support Practitioner is working with the school team, the College has responded to RBWM that this is not a satisfactory situation as the Practitioner was intended to be in addition to mental health services provided by the borough. CMJ commended the excellent work which takes place at the College in respect of safeguarding and welfare and expressed his gratitude to the team. CMJ will send an amended version of the report (names to be updated) to the Clerk to circulate to Governors. The Chair thanked CMJ for his work throughout the year as Governor for Safeguarding. <u>Minutes of meeting on 09.06.22</u>	CMJ/LC
10.4	The minutes of the GWC meeting on 9 th June were received.	
11	Audit and Risk Committee	
11.1	<u>Risk Register</u> RDO has revised the Risk Register and allocated risks to committees and members of SLT. There are now 74 risks and 9 priority risks. The register has been sent to the committees who have confirmed that they are satisfied that the relevant risks are covered and have adequate mitigations in place. It was noted that some mitigations greatly reduce the risks and other risks	

11.2	<p>are very difficult to mitigate. Governors received the updated Risk Register and thanked RDO for her work in revising and improving this document.</p> <p><u>Minutes of meeting on 26.05.22</u></p> <p>The minutes of the A & R Committee meeting on 26th May were received.</p>	
12	Nominations and Successions Committee	
12.1	<p><u>Election of Chair and Vice Chair</u></p> <p>It was noted that BP and SDU were both willing to stand for re-election for the positions of Chair and Vice Chair and that their reappointment was recommended by the NSC. Governors unanimously agreed to reappoint BP as Chair and SDU as Vice Chair for a further year.</p>	
12.2	<p><u>Membership of Governing Body</u></p> <p>It was noted that resignations had been received from KNE and DCH, due to pressure of work. On behalf of Governors BP wished to place on record his gratitude to KNE and DCH for their contribution towards the College and the Governing Board over the past few years.</p> <p>It was noted that SSW had been asked by the NSC if he would be willing to take on a position as Governor and that SSW had confirmed his willingness to join the Governing Board. The NSC therefore recommended that SSW be appointed by Governors as a Co-opted Governor with a term of office of 4 years, effective from 30th June 2022. Governors unanimously approved this appointment.</p> <p>It was noted that there are two remaining vacancies on the Governing Board, one for an educationalist and one who might take the lead on diversity matters. It was noted that GM, CW and BMC had recently met a candidate who had expressed an interest in joining the Governing Board but it was felt that their skillset did not match the requirements for the current vacancies.</p>	
12.3	<p><u>Membership of Committees</u></p> <p>It was recommended by NSC that SSW be appointed as Chair of the Audit and Risk Committee and Governors approved this appointment.</p> <p>It was noted that TA had requested to step down from GCC and that ASA would continue as Eton College's representative on this committee in his capacity as Independent Member.</p>	
12.4	<p><u>Terms of reference</u></p> <p>Governors reviewed the Complaints Terms of Reference and approved these without any amendments.</p> <p>Governors reviewed the Terms of Reference for the Governors' Discipline Committee and it was suggested that these could be renamed "Terms of Reference for the Governor Review Committee for an Excluded Pupil". This change was approved by Governors.</p>	LC
12.5	<p><u>Internal Governance Review</u></p> <p>It was proposed that the Governing Body undertake an informal review of governance, to take the form of some brief questions with a follow up phone call, to ascertain directly from Governors what is working well and collect any suggestions for improvement. Governors approved this proposal and it was agreed that GM would oversee this review in her capacity as Chair of NSC.</p>	GM
12.6	<p><u>Minutes of meeting on 03.05.22</u></p> <p>Governors received the minutes of the NSC meeting on 03.05.22.</p>	
13	Policies	
13.1	RDO has created a new policy overview control document which was received by Governors.	
13.2	<p>The following policies have been reviewed by the relevant committees and were approved by Governors:</p> <ul style="list-style-type: none"> E-Safety Policy 	

13.3	<ul style="list-style-type: none"> • Looked After Children and Post Looked After Children Policy • Children with Health Needs who cannot attend school Policy • Early Career Teacher Policy <p><u>Child Protection Policy</u> The Child Protection Policy has been updated in response to the updated version of KCSIE which has recently been published. The structure of the policy has been slightly amended and items now covered by other policies have been removed. The policy has been amended to state that the College will conduct due diligence internet checks on candidates for teaching positions once they have been shortlisted. The policy now states that Governors will receive annual safeguarding training, as this is now a KCSIE requirement. It was proposed that all Governors complete basic level safeguarding training online annually and attend a specialist workshop in the autumn term on the lessons learnt and recommendations arising from the inquiry into safeguarding children in residential schools. An amendment has been made to set out what the College needs to do in respect of low level concerns (where there is concern about the behaviour or attitude of an adult in the institution which does not meet the threshold for the LADO). Governors approved the updated policy.</p>	WBO
14	Chair's Action: to note any urgent action taken by the Chair since the last meeting	
	None.	
15	Governance Update	
15.1	<u>Governor Training</u> It was noted that details of governor training available from RBWM are regularly circulated to Governors and any Governor wishing to undertake a training session should contact the Clerk.	
15.2	<u>Governor Visits</u> Governor visit reports were received from SDU, LW and CMJ. It was noted that Governor visits take place regularly and Governors were encouraged to write reports to document their visits.	
16	AOB	
16.1	It was noted that the College will celebrate its 10 th anniversary in 2023/24 and that plans for celebrations could be initiated over the coming months.	SLT
16.2	It was noted that there are plans to consider keeping chickens and goats at the College and it was suggested that pigs could also be considered to support biodiversity.	
16.3	It was noted that the Chair would not be able to attend the next meeting on 29 th September and it was agreed that the Clerk would arrange to find another suitable date. Meeting closed at 7.45pm.	LC
17	Date of next meeting	
17.1	To be confirmed	

Signed:

Date:

Bruce Powell (Chair)