

**Minutes of the Corporation's strategy meeting
held on Tuesday 26 January 2021**

Present: - Igor Andronov (Chair)
Sally Cassels
James Caird
Julia Cotton
Abby Durant
Tony Ford
Laura Johnston
Debbie Lambert
Alan Layng
Jeremy Nicholls
David Williams (Principal)

In attendance: - Jo Ricketts (Deputy Principal)
Edward Gwillim (Director of Finance)
Debra Baldwin (Director of Personnel)
Linda Watkins (Clerk to the Corporation)
Jon Gill (Assistant Principal)
Alyson Moon (Assistant Principal)
Carl Morris (Assistant Principal)

The meeting was quorate as eleven Governors were present at the meeting which was held remotely.

- | | Action |
|--|---------------|
| <p>1. I. Apologies for absence: Adam Matthews due to WIFI problems connecting remotely.</p> <p>II. Declaration of Interest: No new interests declared.</p> <p>III. Appointment of Independent Governor
The minutes of the Search and Governance Committee held on 6 January 2021 were noted recommending Julia Cotton's appointment.</p> <p><u>The Board agreed: -</u></p> <ul style="list-style-type: none">To appoint Julia Cotton as an Independent Governor for an initial 1-year term in office, a member of the Audit Committee and the College's Health and Safety Committee | |
| <p>2. Welcome and Introductions
The Chair welcomed everyone to the meeting; introductions followed.</p> <p>The Chair summarised the College's mission, vision, values and strategic objectives which needed to be taken into account during discussions.</p> | |
| <p>3. A summary of HLNSC
The Principal gave a presentation summarising HLNSC's context: -</p> <ul style="list-style-type: none">Small to medium sized college | |

- Geographically dispersed delivery
- Sparsely populated areas with poor access to services
- Offers a broad curriculum and geographical offer
- Multiple delivery models
- Below average adult education attainment
- Part of the educational ecosystem (schools, other FE providers, universities and independent training providers)
- Serves the community, business, employers and sectors

4. Feedback from breakout groups: College's mission, values and behaviours

- The College represents value for money.
- Community-focused and demand-led College prioritising areas it delivers well.
- Local businesses are part of the College community. Local skills improvement plans are recommended in the recent FE White Paper which will require the College to work closely with the Chamber and local businesses. There are a high proportion of small businesses in the counties.
- Important to be mindful of community needs but accept that the College is unable to provide everything.
- Local post-16 provision in the area provides opportunities for some cooperation and some competition.
- Continue to integrate parts of the College and expand provision with a broader catchment of students.
- Leverage County Training.
- At this stage it does not feel appropriate to spread the geographical offer further.
- Limited opportunities for students at campuses. Review offering broader provision with 'mix and match' vocational and academic opportunities for students delivered at different campuses.
- Explore expanding breadth and opportunities available to users (e.g. better use of online learning which could be in collaboration with another partner).
- Develop a digital strategy.
- Consider offer to future staff to make employment at HLNSC an attractive offer.

5. Breakout discussion group feedback: the new strategic plan

- 3-5 years aspirational strategic plan.
- High-level concise document in user friendly format with option to link to web pages.
- Strategic plan dovetailed to operational annual plans with demanding targets which can be amended.
- Committees to monitor operational annual plans.
- Risk register to link to the strategic plan and its objectives to monitor and mitigate risk
- Strategic plan would provide a reference document to prioritise investments (e.g. finance and time).
- Consultation with stakeholders is important as part of the process, primarily staff and students, followed by partner institutions, LEP, Local Authorities, businesses and the Chamber)

6. Plenary

A high-level strategic plan would be developed for publication. It is important to embrace staff and students' views which would be addressed as part of consultation with stakeholders before the strategic plan is presented to the Board for approval.

D Williams

The mission, vision and values will be reviewed as part of the consultation. In general there was agreement that the values need to be reviewed which reflect the College's ethos and behaviour.

Adaptable operational annual plans and targets would be prepared which would be reviewed annually. Staff performance reviews would measure progress of operational plans.

The Chair thanked everyone for their useful participation in discussions and time. He reiterated appreciation to staff for their time and continued hard work to ensure the College remains successful.

7. Date and Time of Next Meeting

Tuesday 27 April 2021: Governors' Workshop at 2.30 pm followed by the Board meeting at 4.00 pm.

Signed as a true record of proceedings

Chair: **Date:**