





## The Henley College Corporation

2.5	<p><b>Matters Arising from the Minutes (including review of actions)</b> <b>Actions outstanding:</b></p> <p>Page 4 Item 6.10 - PLC asked about the revised costings for the film for the website which needed extra shots to reflect diversity. In Robyn Vitty's absence SC explained that Jenny Parmenter had arranged for the film company to come back on 21 November 2016, there was however a cost as this was in the contract originally signed by the previous Principal. SF wanted to know when this would be on the website. No specific date could be given but it was assumed that once filmed that it should be up by the end of the term.</p> <p>The Chair also mentioned about a compliant received from a resident regarding the website as not showing enough diversity photographs. This had been discussed by governors with both the previous Principal and marketing and fed back to marketing late last year. It had been hoped that this had been sorted out as soon as it was possible.</p> <p>The Chair also wanted it to be minuted that any contracts that have a significant impact on the college <b>must</b> be viewed by the Director of Finance for contract terms and practice.</p> <p>There were no other matters arising</p>	
2.6	<p><b>AOC International Development Presentation</b></p> <p>This presentation was postponed as Marguerite Hogg, from the AOC International Department was ill and this will now be re-scheduled for a later date.</p>	
2.7	<p><b>ALPs training</b></p> <p>As part of the governors training JB had been ask to provide a basic presentation on ALPS a copy of which was handed out to the board.</p> <p><b>What is ALPs:</b></p> <p>ALPS is a system that compares how well students do at GCSE with their achievement at AS and A Level.</p> <p>Students are given a minimum grade (MG) based on their average GCSE score These are taken from the tables given in the ALPS reports They are also the minimum expected grades for student to attain for institution to be at the 75<sup>th</sup> percentile.</p> <p><b>Calculating how well subjects do:</b></p> <p>How well students/cohorts do is based on estimating the number of UCAS points a student should get and comparing this with the UCAS points they gain when they get their grade If the score for a cohort of students is equal to one then on average students have met their MG. So for example: For A2 if the score for a cohort was 1:20, then on average all students did one grade better than their MG. If the same group of students had a score of 0.80 then on average all students gained one grade less than their MG.</p> <p><b>Not all subjects are the same:</b></p> <p>With this scheme, students gain the same MG for their subjects, regardless which it is. Other value added (VA) schemes (such as ALIS+) do set individual grades for subjects, however they take longer to return the reports The thresholds that are set by ALPS to determine how well subjects do are set every 3 years This is to account for the length of time it can take for finalise results.</p> <p><b>Grades:</b></p> <p>The scores, courses and subject get correspond to a grade, which places them in a percentile and compared with others. But not all subjects are the same:</p>	



## The Henley College Corporation

	<p>For example:</p> <ul style="list-style-type: none"> <li>• if all students in A2 Film gained their MG (only), they would be at a grade 6; or</li> <li>• if all students in A2 Psychology gained their MG (only), they would be at grade 3</li> </ul> <p>This is where the differences in A levels are separated out.</p> <p>Sam Juthani arrived at 18.28</p> <p><b>“What if” calculators:</b> ALPS do provide calculators that enable staff to populate tables with the MG and progress grades of their students. Colleagues can then model the data to see what strategies might be best deployed, which students targeted, etc to improve outcomes as the year progresses.</p> <p><b>Other comments:</b> AS &amp; A2 are separate qualifications and therefore have different predicted grades The same is true for the 90 credit diplomas and 180 credit extended diplomas ALPS do not generate MGs for L2 and UAL (university of the Arts London) qualifications (these are generated internally) A movement of 0.20 either way is equivalent to a grade change for AS and A2 A movement of 0.40 either way is equivalent to a grade change for vocational It is very rare for a college to have no concerns re ALPS grades for course and subjects No college has had any concerns for more than one year.</p> <p>EV said that this presentation would be good as an explanation to the students as some of the teachers do not readily explain the system. The Chair asked if this could be done as a tutorial to pick up those students that have not picked up on this or perhaps those that did not understand. JB and MU were surprised at the fact that some teachers did not explain the system to their students however JB said he would look into this.</p> <p><b>Action</b> <b>JB to look at arranging some tutorial session to explain the ALPs systems to those students who do not understand it.</b></p>	<p><b>JB</b></p>
<p>2.8</p>	<p><b>SAR – Governors to make appointments now for SAR process</b> The Corporation Secretary asked all link governors to now make appointments with their programme leaders so that the reports would be ready at the beginning of the Spring term to give to the Principal so that she could complete her SAR assessment.</p> <p>SF asked for the spreadsheet of results which was used last year. SC said it was dependent on the ILR and was not immediately ready but would be shortly. JB will produce that report and send to governors once ILR uplifted.</p> <p>Some of the new governors who had not done the SAR before expressed concern about what to do and the chair said that SC and the Corporation Secretary would give instruction on this process at a suitable date and time to be arranged.</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. <b>JB to send report to governors once ILR information received</b></li> <li>2. <b>SC and Corporation Secretary to give instruction to TB, CA, JA and ER about the SAR process. A meeting to be arranged to cover off this.</b></li> <li>3. <b>Corporation Secretary to send SAR template form to all the board.</b></li> </ol>	<p><b>JB</b></p> <p><b>SC/ Corp Sec</b> <b>Corp Sec</b></p>



The Henley College Corporation

	<p><b>4. Staff feedback to SAR to be provided to the Corporation after the SAR Corporation meeting Monday 23 January 2017.</b></p> <p><b>5. Put SAR reports onto the standing agenda item for Corporation</b></p>	<p><b>SC/JB Corp Sec</b></p>
<p>2.9</p>	<p><b>Principal's Report</b></p> <p><b>Enrolments</b></p> <p>As reported previously the 2016/17 enrolments have been very strong particularly with respect to year one, with very effective follow up of applicants. SC said that this was a great credit to everyone who played a role in the marketing, admissions and enrolment of students. SC then went through a full comparison with last year.</p> <p>SC explained that the internal 1860 target is actually an inflated target as the College's financial forecast assumed achieving 1815 students by October 24<sup>th</sup> (6 weeks after students start their studies). There will be some adjustments as funding is different for different categories of students and a few students have joined very late (having decided against somewhere else or even multiple schools) and these students do not always stay. SC reiterated the fact that the College is in a much stronger position than it has been for the last 3 years as the first year enrolments (by students who are mainly on 2 year courses) are 160 higher than last year (and the first actual rise in 5 years). It should mean that next year's second year is also larger with significant benefits to our budget forecasts.</p> <p>There had been much greater success this year converting students who struggled with a first year A level programme into a completely new vocational programme. Rather than losing students the College has taken the opportunity to increase retention and this will also allow those students to excel in a far more suitable environment.</p> <p>Despite increased applications for vocational courses, students are still more likely to apply for A level even though they often end up on a vocational programme.</p> <p>SC reminded the board that funding is retrospective so will have to wait until 2017=2018 for the actual money for increased number of students.</p> <p><b>Apprenticeship starts</b></p> <p>Apprenticeship starts for 16-18 are encouraging at this early stage in the year, older groups enrolments are very similar to previous years. Overall predictions for this academic year show a growth of around 100 starts compared with 15/16. However, the College has bid for more than this in its financial projections and has employed additional staffing to help with arranging contacts and marketing. A key aspect will be growth in STEM related apprenticeships.</p> <p>SC then explained about the apprenticeship levy which will be a major influence from April 2017. The levy is a training payment that larger organisations have to make when their pay bill is greater than £3 million. They can get the value of this payment back through a digital account equal to the levy which they can use to pay for apprenticeships. This is designed to encourage a much wider take up of apprenticeships and is a key opportunity for us. However, there are risks. Companies can potentially do their own training and are encouraged to negotiate the cost of the apprenticeships with providers. It is therefore likely the value of each apprenticeship will diminish. Also, prior to the levy, sub-contractors have had to come to a college or larger training organisation to access SFA funds. This is no longer the case as the money will come direct from commercial organisations and will lead to increased competition for students. Finally, the full details of the levy are yet to be announced and there is some evidence from Denise Monaghan's (DM), the Head of Training and Apprenticeships contacts that companies are delaying taking on apprenticeships until the details have been finalised. This is likely to be in the New Year. One additional opportunity is for the college to qualify effectively as an exam board for some apprenticeship standards allowing us to earn money even from other organisation's apprenticeships. However, the rules governing this have yet to be announced.</p>	



## The Henley College Corporation

	<p>Last year the College was allocated additional growth funds at the end of the academic year but this was too late (May, June and July) to take full advantage. However, the marketing now put in place is already having an effect on this year's new starts. This year the College is already working towards a higher standard allocation from the SFA (£722k) but DM also has an additional growth target of £150k which will require a separate bid. Apprenticeships remain a key Government priority and it is part of the college's unique offering as a sixth form college.</p> <p>The Chair asked if the college could provide the marketing spend on recruitment of new students to see if the amount of money spent validated the results. SC said that this would be very difficult to ascertain as much of the increased enrolment was to do with the follow up process of Jenny Parmenter and her team and not all down to marketing. SC further said that currently enrolments had been very good and that there was intense competition outside. MU asked who was looking after marketing and SC confirmed that Jenny Parmenter was looking after it at the moment and BR was looking at additional help.</p> <p>The Chair additionally asked for KS to provide a breakdown of the new marketing costs over the last academic year for the Board's information. KS agreed to provide this.</p> <p><b>Action</b> <b>KS to provide a full breakdown of the new marketing cost for 2015-2016.</b></p> <p>The Chair expressed her thanks on behalf of the board to marketing, admissions and the whole of the SLT team for these heartening figures.</p>	<p>KS</p>
<p>2.10</p>	<p><b>Approval of Digital Task and Finish working Group TORs</b></p> <p>The TORs for the Digital Task and Finish Working Group had been reviewed by the working group and were put forward for the Board for approval. After some discussion PCL made the following comments:</p> <ol style="list-style-type: none"> <li>1. "Is to create" to be removed</li> <li>2. It was "learners" and not leaners</li> <li>3. Remove "etc"</li> <li>4. Add "strategy" after "and digital"</li> </ol> <p>TB said there was nothing in the TORs about implementation.</p> <p>The Chair said that she wanted a committee and not a working group as the latter does not have the same powers as a committee. However it was decided that CA would put forward what this group had accomplished at the April Corporation meeting 2017 and then a final decision could be made as to whether it remained a working group or was changed to a committee.</p> <p>The Board was asked to approve the TORs.</p> <p><b>Action:</b> <b>Corporation Secretary is to ascertain from CA whether the Digital Task and Finish working group would remain as such or change to a committee.</b></p> <p><b>Action:</b> <b>The Corporation said that they would not approve the TORs and PLC suggested to CA that the task be assessed more fully before they are approved as they will probably have to be changed should the group become a committee.</b></p> <p><b>CA to come back to the Corporation with a detailed plan of what the group wanted to achieve.</b></p>	<p>Corporation Secretary</p> <p>CA</p> <p>CA</p>



The Henley College Corporation

	<p><b>CA to amend the TORs with the following:</b></p> <ol style="list-style-type: none"> <li>1. "Is to create" to be removed</li> <li>2. It was "learners" and not leaners</li> <li>3. Remove "etc"</li> <li>4. Add "strategy" after "and digital"</li> </ol> <p><b>MK to be added to the group.</b></p> <p>SF asked that this meeting of this working group be delayed until the Principal comes in who has specific experience in this area.</p> <p>The Chair asked EV for her opinion on the students' views on IT and the digital environment and she said that it varies from student to student.</p>	<p>CA</p> <p>CA</p>
<p>2.11</p>	<p><b>QSP item</b></p> <ul style="list-style-type: none"> <li>• Approval of QSP Standing Agenda items</li> </ul> <p>The QSP Standing Agenda had been reviewed by the QSP committee and revised accordingly and was put forward for the Board's approval.</p> <p><b>Action:</b> <b>The Corporation voted unanimously to approve the revised Standing Agenda items for the QSP committee.</b></p> <ul style="list-style-type: none"> <li>• All QSP minutes to be sent to the Board</li> </ul> <p>The Chair explained that in future the QSP minutes would be sent to all the members of the board so that they would be informed of the current academic state. Unfortunately, a temp had taken the last minutes in May and these had to be totally reviewed by the Chair, once completed they would be issued. The Chair explained the importance of the QSP minutes and that the minutes should not be précised by the Chair and moreover re-emphasised that all members of the Corporation Board are to read all the QSP minutes in their entirety to ensure that all governors are up to date with the College's teaching, learning and quality.</p> <p><b>Action:</b> <b>All QSP minutes to be sent to the Board in future when approved by the Chair.</b></p>	<p>Corporation Secretary</p>
<p>2.12 (a)</p>	<p><b>Approval of Estates Strategy TORs and Standing Agenda Item TORs</b></p> <p>The TORs for the Estates Strategy committee had been reviewed by the committee and recommendations made to more accurately reflect the needs of the College. SJ made the comment that any remote decision should be recorded in written form and that unless a call was recorded this should be removed. The board therefore felt that remote decisions should only be in written form and that the words "and/or telephone conversations" were to be removed. The Board was asked to approve them with this amendment.</p> <p><b>Action:</b> <b>The Corporation voted unanimously to approve the Estate Strategy ToRs with the following amendments to be made: Remote meetings: the words "and/or telephone conversations" to be removed</b></p> <p><b>Standing items</b></p> <p>Under the standing agenda items JA asked that an amendment be made namely to move the topic of summer projects to the spring term and the board was asked to then approve the standing agenda items.</p>	<p>Corporation Secretary</p>



The Henley College Corporation

	<p><b>Action:</b>  <b>The Corporation voted unanimously to approve the Estate Strategy Standing Agenda items with the following amendment to be made: move summer projects to the spring term.</b></p>	<p><b>Corporation Secretary</b></p>
2.12 (b)	<p><b>Debriefing meeting on the Appeals process</b>  The Chair explained that she wanted to have a debrief on lessons learnt after the appeals process in April.  <b>Action:</b>  <b>Corporation Secretary to arrange a meeting to discuss this with MK, MT, SW, JL and BR</b></p>	<p><b>Corp Secretary</b></p>
2.13	<p><b>Update on interim Health and Safety Report</b>  KS provided a verbal report on the following:  At the last audit committee in June 2016 the security arrangements in the College were discussed and it was agreed that a RAG (Red, Amber, Green) report would be produced to record all security issues / risks across all the buildings and open areas in the College. This would cover both the Deanfield and Rotherfield site as well as the Playing Fields. This has now been implemented.  The Estates and Property Manager, Nikki Hounsell had already produced a report which covered the above and that this would be converted into the RAG report. A project team comprising of Kulbir Sethi, Nikki Hounsell and James McCaffrey was set up and it was agreed that this report could be produced within 5 days. This report will go to the Health and Safety Committee followed by Audit and finally the Corporation in December.  The report aims to cover:  (i) Each security risk  (ii) The RAG assessment of that risk  (iii) The recommendations to mitigate the risk  (iv) The pros and cons of the recommendations  (v) The costs of implementing the recommendations  (vi) The timescales of the implementation</p> <p>It was felt that it would be beneficial for all governors to understand the estates strategy better and that this could be discussed at the risk workshop.</p> <p><b>Action:</b>  <b>JA to raise the estates strategy at the governors' risk workshop.</b></p> <p><b>Corporation Secretary to arrange this risk workshop as part of the governors away day having spoken to SF who will conduct it – date to be advised.</b></p>	<p><b>JA</b>   <b>Corporation Secretary</b></p>
2.15	<p><b>Feedback on new Chairs of Committees meeting</b>  The Chair explained that it was the first meeting of this type involving the Chairs of the various sub committees and that there would be another one towards the end of the academic year 16/17 with the possibility of an additional meeting in the Spring term.  The aim of these meetings is for the Chair of the Corporation to meet all chairs of the sub committees collectively, giving them the chance to all share their long term goals and for the chairs to look at the following before their first committee meetings take place this academic year.  i) Look collectively at how the committees are working with the aid of the feedback provided by the Corporation Secretary  ii) Plan changes as a result of the feedback  iii) Set targets for the next academic year</p>	





## The Henley College Corporation

	<p>iv) Ensure that all the committees are all working together towards the 10-year plan, vision and mission.</p>	
<p>2.16</p>	<p><b>Feedback on the following assessments:</b></p> <ul style="list-style-type: none"> <li>• <b>Committee self-assessments</b> Each chair had fed back to the Chair of the Corporation their objectives which they planned to complete / achieve for this academic year.</li> <li>• <b>Chair's performance against objectives</b> The Chair asked if she should leave the room and PLC said that there was no need. PLC and SW as Vice Chairs of the Corporation, had conducted the Chair's performance, following all members having been sent a questionnaire assessing the Chair against the Chair's objectives. This was the opportunity for the governors to give their feedback. PLC said that both he and SW had received comments from the majority of the board members and had subsequently met with the Chair to discuss her performances. PLC asked for thanks to be recorded on behalf of the board for all her hard work, enthusiasm and being task focused especially with the additional stress of the Principal's resignation, Area Review, Ofsted and now the successful recruitment of the new Principal.</li> </ul> <p>TB said that as a point of principle the person being spoken about should be asked to leave the room as it allowed a more open discussion to take place.</p> <p>JA noted that there was a reference to the Chair of the Corporation's terms of office as 3 years in the Survey for Assessing Performance of the Chair of Corporation 2015-16, however, the revised Instrument and Articles recently amended say 4 years. The board then said that this Survey for Assessing Performance of the Chair of Corporation is to be amended to 4 years to reflect the change in the I &amp; As.</p> <p><b>Action:</b> <b>Corporation Secretary to amend the Survey for Assessing Performance of the Chair of Corporation to reflect the change of the Chair's terms of office from 3 to 4 years</b></p> <p>EV left the meeting the meeting at 20.00.</p>	<p style="text-align: center;">Corporation Secretary</p>
<p>2.17</p>	<p><b>Estates Strategy Committee summary report</b></p> <p>JA briefed the corporation on the first committee meeting that took place at the start of the academic year.</p> <ul style="list-style-type: none"> <li>• JA elected as the Chair and PLC as the Vice Chair.</li> <li>• Terms of reference and Proposed Standing Agenda items were agreed and submitted to Corporation this evening for approval.</li> </ul> <p>The main agenda item was taking forward the Estate Strategy and this included:</p> <ol style="list-style-type: none"> <li>1. STEM Centre Briefing Paper covering the expression of interest re the provision of a 50% contribution to a STEM centre. Richard Byard from the Oxfordshire LEP had attended the meeting and provided an overview of the application process. He commented on the strength of the college's application and said that the college would be informed about the outcome in the next few weeks.</li> <li>2. Developing a business case for the Estates Strategy. This work is expected to be completed in the next six months.</li> </ol>	





## The Henley College Corporation

	<p>Other items covered included the asset management of the existing estate including the recent condition survey and the identification of maintenance projects.</p> <p>There was a question about the number of members on the committee which was confirmed as 4. SJ said that the TORs should say membership of at least 3 members which implies that the committee consists of more than 3 members. This was agreed by the board.</p> <p><b>Action:</b></p> <p><b>Corporation Secretary to add “at least” to Estates Strategy TORs after Membership: to read “At least three Corporation members...”</b></p>	<b>Corporation Secretary</b>
2.18	<p><b>Governance &amp; Search Committee report</b></p> <ol style="list-style-type: none"> <li>1. The Chair explained that SF is to become the chair of the Audit committee because of all his relevant experience on the risk working group, SW was happy to give this up and SF accepted the role which will have to be ratified by the committee when it meets in November.</li> <li>2. The Chair then mentioned that more HR and specific employment policy skills/legal were identified as required on the Employment Policy committee.</li> </ol>	
2.19	<p><b>Remuneration Committee summary report</b></p> <p>The Chair said that this summary report would be covered under the confidential agenda item after the main agenda items had been completed.</p>	
2.20	<p><b>QSP Committee summary report</b></p> <p>The Chair explained that the minutes taken in May by agency staff were extremely lengthy and have had to be reviewed and so will be sent out to everyone with an action list once completed.</p> <p><b>Actions:</b></p> <p><b>Chair to review the minutes of 19 May 2016.</b></p> <p><b>Corporation Secretary to send these and all future minutes to the members of the Board once approved by the Chair of the committee.</b></p>	<b>Chair</b>  <b>Corporation Secretary</b>
2.21	<p><b>Update on the new Principal process</b></p> <p>The Chair thanked everyone present who had been involved with this very long and thorough process. A pen picture of the new Principal was then distributed to the board and they were informed that her start date was the 28<sup>th</sup> November 2016.</p> <p><b>The timeline for communicating the new Principal's appointment with the Chair's approval:</b></p> <ol style="list-style-type: none"> <li>1. Governors – Wednesday, 5 October 2016</li> <li>2. Staff – Wednesday, 5 October 2016</li> <li>3. Parents and students – Tuesday, 11 October</li> <li>4. Stakeholders including the Partner school heads – Tuesday, 11 October</li> <li>5. The press to include the Henley Standard &amp; Henley Chronicle when Principal is in post</li> </ol> <p><b>Action:</b></p> <p><b>Corporation Secretary to action all the communications in accordance with the time lines above once approved by the Chair for release.</b></p>	<b>Corporation Secretary</b>
2.22	<p><b>Were the items on the agenda relevant to the vision, mission and strategy of the college?</b></p>	

