

## The Henley College Board

<b>MINUTES of the Meeting of the Board</b> held on Thursday 31 January 2019 at 18.00 in Deanfield meeting room			
<b>BOARD PRESENT:</b> Trevor Watkins Satwant Deol Stephen Forward Ruth Hubbard Mohammed Khaliel David Welch	<b>Independent /Chair</b> Principal Independent Parent governor Independent / Vice Chair Independent	<b>STAFF:</b> Martin Unsworth      Teaching Staff Robyn Vitty            Support Staff  <b>CLERK:</b> Jacky Gearey  <b>SLT BY INVITATION:</b> Tristan Arnison      Head of Faculty (HoF) Julian Brinsford     Head of Faculty & Quality Manager Ashok Patel            Director of Finance (DoF) Kam Nandra            Head of Quality	
Agenda Item	Minutes	Action by	
3.1	<b>Opening of Meeting and Welcome</b> The Chair opened the meeting early at 17.40 due to the imminent threat of snow forecast for the area.		
3.2	<b>Apologies for Absence</b> Apologies had been received from: <ol style="list-style-type: none"> <li>1. Simon Cuthbert – sick leave</li> <li>2. Kathryn Caulfield – sick leave</li> <li>3. Jeni Wood – out of country</li> <li>4. Grace Noble – exam reschedule</li> <li>5. Natalia Demarchuk – unable to attend</li> <li>6. Catharine Darnton – Parents' evening</li> <li>7. Gavin Brooks – work commitments</li> </ol>		
3.3	<b>Declaration of Interests</b> There were no declarations.		
3.4	<b>Minutes of Previous Meeting</b> (i) Board meeting of 6 December 2018 <b>Resolved: the Board agreed that the minutes were an accurate record of the meeting of 6 December 2018 and the minutes were signed by the Chair.</b>  (ii) Minute of the Request for a Remote Decision issued 13 December 2018 <b>Resolved: the Board agreed that the minute was an accurate record of the Request for a Remote Decision issued 13 December 2018 and the minute was signed by the Chair.</b>		
3.5	<b>Matters Arising from the Minutes</b> There were no matters arising.		
3.6	<b>Principal's Report</b> The Principal's report covered the following: <ol style="list-style-type: none"> <li>1. Applications Update – as of 15 January 2019, the College had received 881 applications a substantial increase on previous years.</li> <li>2. Marketing Update - increased use of social media to target mothers and parents, promoting new transport routes, creative media taster days and the open event on 5 March 2019, plus trying out a new radio campaign.</li> <li>3. Curriculum and Quality Assurance - achievement rates have declined in 2017/18 for A-Levels, vocational and basic skills qualifications. Main reasons for this were: too much focus on pass rates and value added and not on the retention rates, poor function of MIS system with incorrect</li> </ol>		

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	<p>data provided, restructuring process of 2017-2018. The Principal stated that these issues were all fixable over the next 18 months and actions are already being taken to address them including: monthly performance reviews, training on action plans, review of College's quality cycle, MIS – developing new KPIs report.</p> <ol style="list-style-type: none"> <li>4. MIS – currently being upgraded</li> <li>5. College Production – “Cabaret” held 12 – 16 December 2018 was a great success.</li> <li>6. General College news covering educational visits and public lectures</li> </ol> <p><b>Resolved: that the Principal's report was received by the Board.</b></p>	
3.7	<p><b>Student Governors' Report</b> In the student governors' absence, the Clerk advised the Board that they had informed her that there had been no further developments from the report previously received by the Board in December 2018.</p>	
3.8	<p><b>Safeguarding, Prevent and PDBW (i) Report</b> As the Head of Student Services (HoSS) was on sick leave, the report was presented as read. The contents of the report were as follows: <b>Safeguarding</b></p> <ul style="list-style-type: none"> <li>• 129 students with a badge (VU/SG/AR) (VU=vulnerable; SG=significant and AR=at risk)</li> <li>• 17 students have an SG badge</li> <li>• 13 students have AR badge</li> <li>• 7 LAC (LAC= looked after children)</li> <li>• The majority of safeguarding referrals / walk-ins have been around anxiety</li> <li>• 6 Risk Assessments &amp; Safety Plans have been completed since the beginning of the academic year</li> <li>• There were at least 3 overdoses last term which required hospitalisation – exact numbers not recorded</li> </ul> <p><b>PDBW</b> A small number of incidents have occurred and were all dealt with by HoSS and HoF. <b>Prevent Duty Actions</b></p> <ol style="list-style-type: none"> <li>(i) Action Plan has been devised and agreed with the Prevent Regional HE/FE Co-ordinator. RAG rating in place.</li> <li>(ii) Lock down procedure has been written and practice tests to be carried out this term – date not yet determined.</li> <li>(iii) There had been no prevent issues at this time.</li> </ol> <p>There have been no staff safeguarding or prevent incidents during this reporting period.</p> <p><b>Resolved that the Safeguarding, Prevent and PDBW Report was received by the Board.</b></p>	
3.9	<p><b>Curriculum SAR</b> The HoF went through the SAR assessment commenting that the achievement rates for study programme qualifications had declined in 2017/18 to a level that required improvement. College managers recognised that performance needed to significantly improve in 2018/19 so that rates are back to where they should be. As discussed at the QS meeting last week there were issues that had negatively impacted performance, but the senior leadership team have and are taking significant action in 2018/19 which will lead to improvement. <b>Leadership and Management</b> A significant restructure of junior management took place at the beginning of the summer term leading to many managers and teaching staff becoming unsettled. The highest performing managers were promoted to the new role of Curriculum Leader in September 2018. These managers have a lower teaching load and therefore have the time to be more focussed on the performance management of staff and supporting at-risk learners.</p>	

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The senior leadership team (SLT) has been further strengthened in the following area with new Head of MIS, the additional support of a new Head of Quality and Head of Apprenticeships. Each of these managers have a proven track record of halting underperformance in other Colleges and improving outcomes for learners. Moreover, they are working alongside the Heads of Faculty in addition to coaching and mentoring the new curriculum leaders to focus them on high performance. The link governor programme has been refreshed and this has resulted in governors having a better understanding of the learner experience in the departments.

### **Two Year Linear A-levels**

The switch to two year linear A-levels has led to a decline in College achievement rates and it is highly likely that this will be replicated nationally as indicated in the benchmarking group of twenty other Sixth Form Colleges which the College is part of. However it is appreciated that more needs to be done to raise achievement, and in particular retention rates.

### **Apprenticeships**

The new Head in this area has already stripped out the frameworks that fell below minimum standards in 2017/18. This represents approximately 50% of the provision. The College feel that to ensure high achievement in 2018/19 there needs to be an appreciation of what can and cannot be improved. The reduction in learner numbers will have a financial impact on the College's accounts. However, raising achievement rates and ensuring an excellent learning experience for learners is the number one priority. It is important to note that the vast majority of underperformance was with sub-contractors. They are no longer delivering provision on behalf of the College.

In summary the HoF said that the key strengths were:

1. Grade 5 ALPS maintained for A-Level and 4 for L3 vocational
2. Many A level subjects average 75% or more students attaining A-C grades
3. Functional skills achievement rate is good
4. Achievement rate of students on Extended Diploma is above average at 94.7% over 90.5%

Areas for improvement were:

1. Achievement rates need to improve with a focus on retention of students progressing from year 1.
2. Apprenticeship achievement rates need to improve as they are below minimum threshold at 46.2%
3. GCSE re-sit 9-4 results need to improve because they are close to average.

The Board asked about the retention rates. The HoF said that retention rates are currently 86% overall although precise data was not available because currently the change from legacy to linear A levels had meant that the retention rate for students is now measured over two years, rather than in the AS year and then A2 year. Moreover, the drop in retention is usually in May of first year and November in year two where students who just want to leave College early.

Asked about destinations for students who left end of 2017-2018, the Principal said that there was not enough information about where students go to at the end of their time at college, as the College is more certain about UCAS destinations but not those who chose a vocational route. All students were contacted but 30% did not replied.

The Board wanted to know how to gauge information against other colleges and believed that the picture presented was not very clear. The Board said that having reviewed the recently published National Secondary Schools League Tables for A Level performance, it was vital that the Board must be better informed and that progress is the first number seen.

The Board wanted to know why the 16-18 success rates for 2015 -2018 showed a dip from 87% to 81.4% in 2017-2018 and the HoF said this was due to the legacy and linear issues previously discussed.

The Board further questioned the overall analysis by ALPS target grades. The HoF explained that ALPS system was an additional measure to identify areas where students make strong progress and those that require intervention. ALPS creates an average for target grades but in reality each subject's overall

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	<p>performance depends on the expected level of difficult for example more students would be expected to exceed target grades in Film Studies compared with Chemistry. The Board asked if this was a mechanistic approach and it was confirmed that it was. The Board then asked what the difference was between predicted and targeted grades and the SLT said that they were similar.</p> <p>Regarding the teaching and assessment methods, which were deemed to be good, the Board asked why was there a mismatch with achievement rates. The SLT agreed that a new approach to observations needed to be raised and was in the process of addressing this.</p> <p>The Board then asked about the student cross college survey responses, which showed 92.5% felt that they were treated with respect, which was good but asked about the remaining 7.5%? The SLT needed to find out what has happened. The Chair said that SLT should look at any comments that went with these surveys and that perhaps this would identify either staff or fellow students.</p> <p>The Chair summarised the above and said ultimately the Board wanted to know what the College was doing about it. The Principal and HoF said that going forward the following was happening:</p> <ol style="list-style-type: none"> <li>1. Students asked why they choose to come to the College.</li> <li>2. Guidance being provided for end of year after exams i.e. what have you learnt and how can the College support you to move into year 2.</li> <li>3. Looking at curriculum reviews, the retention data on all courses and whatever interim achievement data is available and monitoring in year on what is going on.</li> <li>4. The process for checking entry requirements was changing but if the intention was to raise the entry requirements to a much higher level this would result in fewer applicants.</li> </ol> <p>SLT said that over 50% students were doing BTEC and that this was still a very viable means of getting to the universities of their choice. However, more information needs to go to parents who often feel that this qualification is a subset of academisation and not a valuable as A Levels. Finally, more guidance to students whose entry requirements are not as high is to be provided.</p> <p>Finally, the Principal said that the outcome was a grade three as dictated by the achievement rates but all aims, actions and endeavours were now in place to lift this to a grade 2.</p> <p>Kam Nandra left at 18.28</p> <p><b>Resolved: that the Board approved the SAR assessment for 2017-2018 as presented</b></p>	
3.10	<p><b>Stakeholder Survey 2017-2018</b></p> <ul style="list-style-type: none"> <li>• How's it going? Autumn 2018</li> <li>• Parental Survey</li> <li>• Student Cross College survey 2017 – 2018</li> <li>• Student Evaluation Survey?</li> </ul> <p>The surveys - with the exception of the Parent survey, which is run in the second half of the spring term - had been conducted in the summer 2018 and the distribution of responses by group corresponds with the College as a whole.</p> <p><b>(1) How's it going?</b></p> <p>392 students responded to the questionnaire; last year it was 513.</p> <p>The questions with the highest average were:</p> <ol style="list-style-type: none"> <li>1. I am set regular homework and assignments (95.2%)</li> <li>2. I feel safe at College (92.1%).</li> </ol> <p>The question with the lowest average was:</p> <ol style="list-style-type: none"> <li>1. I have used the library and/or the learning centres in the last month (84.4%). Additionally all students said that more study areas were needed.</li> </ol> <p><b>(2) Parental Survey April 2018</b></p> <p>240 Parents responded and increase on last year. The previous survey had 149.</p>	

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	<p>The questions with the highest response were:</p> <ol style="list-style-type: none"> <li>1. My son/daughter/ward feels safe at College (99.2%) and</li> <li>2. My son/daughter/ward is treated with respect (95.8%).</li> </ol> <p>The question with the lowest response was:</p> <ol style="list-style-type: none"> <li>1. I am kept well informed about my son/daughter/ward's progress (78.2%). This has been a particular issue as parental expectations/experiences vary according to which school there children used to attend. The HoF said that more results assessments were to be put up, albeit that different subjects have different ways of applying effort and achievement grades and the College was still trying to get the measure right of how to do this.</li> </ol> <p><b>(3) Student Cross College Survey</b> 797 students responded to this questionnaire, compared to 843 the previous year. The questions with the highest response were:</p> <ol style="list-style-type: none"> <li>1. I feel safe at College (96.7%)</li> <li>2. I believe I am treated with respect (92.5%)</li> </ol> <p>The question with the lowest response was:</p> <ol style="list-style-type: none"> <li>1. I have discussed my learning goals and target grades with my teachers (80.9%).</li> </ol> <p><b>(4) Student Evaluation Questionnaire – end of academic year 2017-2018</b> 1355 students responded which was exceptionally high giving 2259 course/subject responses compared to 866 students who gave 2085 responses last year. The highest responses were:</p> <ol style="list-style-type: none"> <li>1. I receive useful support and direction from my teachers (90.39%)</li> <li>2. Classrooms and teaching areas provide a good learning environment (90.1%).</li> </ol> <p>The lowest response was:</p> <ol style="list-style-type: none"> <li>1. My course/subject is well planned and organised (84.3%) – reasons for this were predominately due the provision of supply teachers when the usual teacher was unwell.</li> </ol> <p>The HoF said that going through surveys he found that many students said that their work returned from teachers on vocational courses was slow, the reasons for this were particular issues with staffing and ongoing long term sickness cover as agency staff are not immediately available.</p> <p>The Board was pleased with the increased feedback and asked why this was so. The HoF confirmed that increased feedback to students had encouraged this. The Chair thanked the HoF for all the work completed on the surveys and said that to get returns of over 90% was very high compared to other colleges in the sector and that this was to be commended.</p> <p><b>Resolved: that the report on the Stakeholder Surveys was received by the Board</b></p>	
3.11	<p><b>Approval of the following policies:</b></p> <p><b>(i) Safeguarding and Child Protection Policy</b></p> <p>The Safeguarding Policy is to be reviewed annually and is posted on the website. The policy was amended in December 2018 and is fully compliant with OSCB and the Department for Education expectations and has been recommended for approval by the Quality and Standards committee. The Board approved the policy.</p> <p><b>(ii) Code of Practice for Freedom of Speech</b></p> <p>The Clerk advised the Board that Section 43 of the Education (Nr 2) Act 1986 imposes a duty on any establishment of higher or further education to take steps as are reasonably practicable to ensure freedom of speech within the law for its members, students, employees and visiting speakers. In particular the College must issue, keep up to date and take all reasonable steps to ensure compliance with a code of practice as presented. The Board approved the policy subject to minor textural changes.</p>	

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	<p><b>(iii) Freedom of Information Policy</b></p> <p>The Clerk advised the Board that all public institutions must have a publication scheme under the Freedom of Information Act 2000. This publication scheme is approved by the Information Commissioner and will stipulate what information the public can have access to including: register of interests, minutes, papers and annual financial accounts and any terms of reference for the Governors' Governance &amp; Search committee. The Board approved the policy subject to minor textural changes.</p> <p><b>Resolved that the following policies were approved by the Board:</b></p> <ul style="list-style-type: none"> <li><b>(i) Safeguarding and Child Protection Policy</b></li> <li><b>(ii) Code of Practice for Freedom of Speech</b></li> <li><b>(iii) Freedom of Information Policy</b></li> </ul>	
3.12	<p><b>Governors Strategic Risk Register</b></p> <p>The Board reviewed the inherent risk ratings and residual risk ratings after management actions, and endorsed the risk register and the risk ratings as presented.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li><b>(i) the Governors Strategic Risk Register was received by the Board</b></li> </ul>	
3.13	<p><b>Committee Reports/Minutes:</b></p> <ul style="list-style-type: none"> <li>(i) Finance &amp; Resources 17 Jan 19</li> <li>(ii) Management Accounts 30 November 2018</li> <li>(iii) Quality &amp; Standards 24 Jan 2019</li> </ul> <p>All papers had been presented for review and there were no comments.</p> <p><b>Resolved that the following reports had been received by the Board</b></p> <ul style="list-style-type: none"> <li><b>(i) Finance &amp; Resources 17 Jan 19</b></li> <li><b>(ii) Management Accounts 30 November 2018</b></li> <li><b>(iii) Quality &amp; Standards 24 Jan 19</b></li> </ul> <p>Robyn Vitty and Martin Unsworth left the meeting at 18.45</p>	
3.14	<p><b>Any Other Business</b></p> <p>There was no other business.</p>	
	<p><b>Confidential Agenda items</b></p> <p>The meeting moved to the confidential agenda at 18.50</p>	
3.19	<p><b>Items to be taken forward to next Board meeting:</b></p> <p>There were no items to be taken forward.</p>	
3.20	<p><b>Dates and Times of Next Meeting:</b></p> <ul style="list-style-type: none"> <li><b>i. Thursday 14 March 2019 at 18.00</b></li> <li><b>ii. Thursday 27 June at 18.00</b></li> </ul>	
	<p><b>Close of Meeting</b></p> <p>The meeting closed at 18.55</p>	
	<p>MINUTES of the meeting held on <b>31 January 2019</b> were agreed and accepted as a true and accurate record and signed by the Chair</p>	



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