The
HENLEY
College

The Henley College Corporation

MINUTES of the Meeting of the Quality and Standards Committee
held on Thursday 7 March 2019 at 18.00

Members:	
Catharine Darnton	Partner School Head/Chair
Mohammed Khaliel	Independent
Trevor Watkins	Independent
Satwant Deol	Principal
Keith Heron	Co-opted Non Governor
By Invitation:	
Tristan Arnison	Head of Faculty (HoF) – Business, Humanities and Languages
Julian Brinsford	Head of Faculty (HoF) - Science, Technology and Media & QM
Kathryn Caulfield	Head of Student Service
Kam Nandra	Head of Quality
In attendance:	
Jacky Gearey	Clerk

Agenda Item	Minutes	Action by
2.1	**Opening of meeting and Welcome** The meeting opened at 18.06.	
2.2	**Apologies for Absence** Apologies had been received from: 1. Gavin Brooks – out of country 2. Freya Ruparel – studies 3. Kathryn Caulfield – phased return to work 4. Keith Heron advised the committee that he would be late in attending due to unforeseen circumstances	
2.3	**Declaration of Interests** There were no interests declared.	
2.4	**Minutes of Previous Meetings** Minutes of the meeting held 24 January 2019. **Resolved: that the minutes of the meeting held on 24 January 2019 were approved as a correct record and signed by the Chair.**	
2.5	**Matters Arising from the Minutes (including review of actions)** Item 1.7 - The Chair wanted it to be recorded that she had carried out a check of the Single Central Record in February and had found that all the information was correct and available but that more work needed to done to bring everything onto one record - HR had confirmed that they were doing this. There were no other matters arising.	
2.6	**Safeguarding and Prevent Update**	

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	In the absence of the HoSS, the report was accepted as read. The Chair asked if there were any issues from this report and none were raised. The Principal did highlight that due to the prolonged absence of the Safeguarding Lead – there were now 3 other members of staff who are designated safeguarding leads. **Resolved: that the Safeguarding and Prevent Update had been received by the committee**	
2.7	**Results Analysis** The Chair said that the results analysis was a standing agenda item. The HoFs however, both confirmed that the results analysis had not been finalised yet as many of the mock exams had only just finished which was why a report had not been produced.	
2.8	**Review and Approval of:** The revamped Quality Improvement Plan 2018–19 was presented for information and the Head of Quality said that as the QIP was a living document it is and would be reviewed regularly resulting in changes being made to it. Moreover, he said that the document was going to change further using metrics, diagrams and a dashboard instead of the type of document as presented. The discussion centred on targets, key business crucial issues, progress going forward and the five themes each of which would be led by a member of the SLT and would be further communicated to a much wider management group namely Curriculum Leaders (CLs) on a monthly / termly basis. Targets: • Overall CBL achievement = 82.8% (+2.8%) • Retention 89% (+2.0%) – this figure was based against a 2 year course and the census date (42 days after the start of the courses) • Pass 93% (+0.7%) • ALPs target grade = 4 • Apprenticeship overall = 66% (+5%) • Apprenticeship timely = 58% (+5%) • Attendance 90% - emphasis was placed on the fact that attendance should be at least 90% but the true figure was more likely to be around 88-89% as authorised absences are still absences. Key Business Critical issues: • The HoQ did say that although there was a lack of current KPI data/information including current progress of learners against: predicted achievement, work experience, completion of assessed work and progress against target – this was all now in hand. The lack of provision for observation/learning walk information for teachers, assessors, ALS, and tutors was being rectified with performance review meetings for all CLs, Faculty (SLT) and apprenticeships. The fortnightly curriculum and quality, continuous professional development (CPD) and the English and Maths (EM) meetings had each been set up to also address this. Attention was also been centred on Promonitor (predicted achievement, progress against target, work experience and most importantly assessment completion) and Prometrix (attendance, retention, learners leaving before 42 days, learners leaving after 42 days). • Proachieve is not up-to-date • Lack of controls, i.e. meetings focussed on measuring, and improvement of the above. The HoQ emphasised that the College had to be Ofsted ready and meetings were being held to action this. The committee all concurred that this was the correct action to take. The Chair commented that having reviewed the QIP that possibly there were too many foci - and more importantly that it needed to be more explicit – more metrics and less words which both the Principal and HoF agreed was the right direction. In addition the Chair questioned why, at this point, there was a focus on embedding employability in the planning for A levels - but understood that it was essential for vocational in some areas and there was general discussion around this. The HoQ then went through each of the Themes detailed below:	

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	Theme 1 – Teaching Learning Assessment (TLA) - issues raised covered use of 'Markbook' (a 'Promonitor' tracing tool), attendance and grading of teaching which was not consistently good. The Chair said that in looking at 4, it was really important to give staff time to embed changes in their practice, which might mean on focusing on some quite small aspects of what makes good teaching. The HoF said that a one to one development plan is to be segmented and adapted to meet the needs of the subject area but that it was difficult to change embedded practice i.e teachers have a tendency to default back to their normal way of doing things. The HoQ reaffirmed that CPD was essential in this action. The Chair asked if the objectives on teaching and learning could be re-ordered, so that the number one item is improvement in teaching and learning. The HoQ said that this would be done. Theme 2 - Outcomes – monitoring in year performance data – this was required improving as the basic reports generated by MIS still involved an element of guesswork. Again the requirement to develop 'Promonitor' and 'Markbook' was highlighted. The HoF confirmed that ethnic minorities performed below white British peers and this again is being addressed with the use of the 'Promonitor' reports. Theme 3 - Apprenticeships – improvement of achievement rates, new paperwork introduced for assessors to track learner progress from start to finish Theme 4 - Leadership & Management – the Principal said that the primary aim was to improve achievement rates and the push was to have live data reports to enable the CLs. The current situation of having several interim senior members of staff had resulted due to various unforeseen long term sickness issues but in having these specialists it had resulted in them sharing best practice from other Colleges resulting in the College staff feeling more energised. The committee understood that employing thee people provide a much broader experience basis but also pointed out that this was not sustainable and that eventually permanent staff would have to be employed. Theme 5 – PDBW – needed to track work experience participation and completion. The HoQ summarised the situation saying that data on learner progress and the College's performance were key areas for improvement and that once provided would enable the College to put in tighter controls. The committee asked about the timescale for the data improvements for Promonitor and the dashboard. The HoQ said that for Promonitor it was hoped that it should be ready by May and for a dashboard the end of March as this is an off the shelf product. The Chair re-emphasised the fact that accurate information was absolutely critical and it should be as soon as possible. Finally the Chair said that based on the information provided and including the SAR that had been reviewed recently and graded the committee expected that the College should get to a Grade 2 good within the next 18 months which the Principal confirmed was the intention. The Chair thanked the HoQ for the presentation **Resolved: that the Quality Improvement Plan 2018-2019 had been received by the committee**	
2.9	**Curriculum Strategy** The Chair and committee said that the context and summary of objectives for the curriculum plan were understood; namely the declining learner achievement rates and the below average retention numbers in terms of transition from year 1 to year 2 on two-year courses. Therefore in the context of the need to reduce costs and increase efficiency while ensuring the achievement of the College's strategic aims, the plan for 2019 – 2021 was to: • Assume a prudent recruitment target for deployment of resources • Maximise efficiency through ensuring full staff utilisation, increasing class sizes and reducing the number of groups • Maximise efficiency through streamlined timetabling	

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- Provide an offer which has clear pathways for progression to higher level studies and to key employment sectors
- Target the development of behaviours and transferrable skills and knowledge to support progress
- Rationalise the curriculum offer through discontinuation of courses with very low recruitment and/or poor quality and/or lack of relevance and uncertain progression routes
- Improve retention of students from enrolment to the end of their first year and from first year to second year
- Retain and build on capacity to develop higher level programmes in key sectors, particularly in technical and professional skills.
- Prepare for the implementation of Technical Level qualifications.

The Chair asked about the T shaped skills framework which the Principal explained. The committee also asked that courses that were to be discontinued were not referred to as 'closed' as they could be brought back at a later date if the demand was there.

The Chair asked how the College could run a redundancy programme when it did not know which courses would not run. The Principal explained that most redundancies will be driven by the reduction in teaching hours, not the 'closing' of courses. It was agreed that this was a very difficult aspect as certainty of numbers for course can never be provided until actual student enrolment on the day. In the interim, the Principal said that the risk to the College whilst carrying out the consultation process and therefore looking at the reduction of the lesson time and different timetabling blocks was that this process can create instability and that there might be a need to take on supply teachers if some teachers left. This last factor meant that in some cases quality of teaching could be affected but it did allow staffing flexibility, which current fixed teaching contracts did not. Should all staff go onto variable contracts with a base level this problem would be rectified. Going forward the Principal said that there would be more variable contracts for teaching staff.

The HoF gave a detailed presentation on the possible variation in lesson time duration and the reorganisation of the timetable to ensure students had fewer but more productive days in College thereby mitigating the impact of the reduced teaching time. How to do this without affecting outcomes was discussed at length and research on the most effective lesson length was considered. The Chair suggested that if we can improve the quality of teaching and learning, we would mitigate the loss in time. .

The Chair said that the plan still appeared to be fluid and confirmed with the Principal that it had taken into account the redundancy program which it had. Looking to the future it was also felt by the committee that the finance introduction and context could be removed .

Resolved: that the curriculum strategy had been received by the committee

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2.10	**Teaching, Learning and Assessment Report**
	The HoF explained that the Teaching, Learning and Assessment Report presented was in support of the College's curriculum strategy and it highlighted the key objectives that needed to be addressed in the teaching, learning and assessment strategy, namely:
	  (i) Improve retention of learners especially those at risk of leaving at the end of the first year of a two year study programmes.
	  (ii) Improve value added outcomes in line with the top 25% of the national benchmark.
	  (iii) Embed well designed and clearly sequenced curricula for each subject and course that serve as the core model for learner progression.
	  (iv) Ensure learning in each subject and course is clearly linked to careers and allows for meaningful engagement with and experience of employment and further / higher education.
	  (v) Develop a new timetable that both meets the requirements of the curriculum plan and offers the best support possible for the progress of learners.
	  (vi) Reduce the work loading implications for teachers potentially entailed by the full utilisation of teaching time across six blocks through a focus on more efficient and effective practices.
	
	The Hof introduced the Henley quad and explained the rational of all learning covered under:
	  1. Purpose – undertake the subject with purpose and clarity - asking why
	  2. Practice – practice is crucial to success – hard work and required application and resilience
	  3. Progress - learning from experience to achieve progress, having ownership and following through
	  4. Potential - unlock potential, looking at the future and employability
	The HoF then went through the current progress on the TLA strategy from October 2018 onward to the present describing the priority actions going forwards which were discussed.
	
	Keith Heron arrive d at 20.00
	
	The Chair asked if this was aligned with the new Ofsted framework as the language was similar and the Principal confirmed that it was. The Chair asked why this could not be put into the QIP which as previously discussed was a live document and should reflect the same foci. This would then mean that the TLA Strategy could be used as an expansion of the QIP ensuring that this document is dovetailed into it. The HoQ agreed but said that the QIP as presented was for this year with the actions that need to be completed, whereas this was a strategy going forward over the next three years. The Chair and the committee challenged this saying that perhaps there were too many documents and that what was actually needed was one main document to show that the College is pulling in the same way. The Chair said that the QIP has many items that will have to be rolled over to the next year but that the strategic and operational plans should be dovetailed into this.
	
	Resolved: that the Teaching and Learning Report was received by the committee	

2.11	**Review and approval of policies relating only to students:** **(i) Policy for Looked After children** Nationally, 'Looked After Children' significantly underachieve compared with their peers. Helping 'Looked After Children' succeed and providing a better future for them is a priority and this policy complements the College's Child Protection Policy and identifies further responsibilities that the College believes it should undertake in relation to 'Looked After Children'. The Chair asked for the policy to be solely for LAC as there was little reference to young carers. The committee approved the policy with this revision and to go to the Corporation for approval.	

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	(ii) **Policy for SEN**
	The College's policy is to apply the admission criteria to all regardless of any disability of which the College is aware remembering that not all students with disabilities have Special Educational Needs (SEN) and not all students with SEN meet the definition of 'disability' but this policy covers all of these students. The Chair asked if this policy came from a fully compliant template for SEN in particular reference to SEN information and a Special Educational Needs Co-ordinator (SENCO) where there was a requirement in schools for a SENCO who is a named person. The Clerk said that in the absence of the HoSS she would find out and confirm this. The committee said pending confirmation that there was no requirement for a SENCO, it would then approve the policy with this revision and to go to the Corporation for approval.
	
	Resolved that:
	
	    (i) **the Policy for Looked After children was received by the committee**
	    (ii) **the Policy for SEN was received by the committee**
	    (iii) **That both the above polices be put forward to the Corporation for approval subject to amendments and confirmation required as mentioned above**	

2.12	**Annual report on staff training and development for 2018-2019** The Clerk advised the committee that HR had confirmed that this item would be better taken to the next meeting as this had not been undertaken due to the changes in HR, **Resolved: that the Annual report on staff training and development for 2018-2019 would be taken to the next meeting in October 2019**	

2.13	**Review Standing agenda items & Terms of Reference**
	
	The Standing Agenda had been amended to reflect that an additional meeting had been added for the next academic year, the first meeting would be in late October ideally before the half term to discuss the results against QIP, and for a final meeting in the June to look at the SAR and QIP for the following academic year.
	
	Resolved that:
	
	    (i) **The Standing agenda items & Terms of Reference had been received by the committee**
	    (ii) **That the standing agenda be approved with the addition of an extra meeting in the summer term and be put forward to the Corporation for approval**
	    (iii) **That the Terms of Reference be approved and be put forward to the Corporation for approval**	

2.14	**Any Other Business** There was no other business The Chair thanked the staff for all their work and appreciated that this was a long day after their work.	

2.15	**Items to Take Forward to Next Corporation Meeting**
	    1. Policy for Looked After children
	    2. Policy for SEN
	    3. QS Standing Agenda and Terms of Reference
		Clerk

2.16	**Date and Time of Next Meeting** The next meeting is scheduled for 21 October 2019 at 18.00	
2.17	**Meeting Closure** The meeting closed at 20.28	

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| | MINUTES of the meeting held on **Thursday 7 March 2019** were agreed and accepted as a true and accurate record and signed by the Chair

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