



**Minutes of a Standards Committee meeting held on 23<sup>rd</sup> November 2018 at 8.30am**

**Held in Room 120 at the Henley Campus**

**Present:** Lee Barrett (Academic Staff Governor)  
Peter Brammall (Principal)  
Anne Brennan (Independent Governor) (Chair)  
Stewart Fergusson (Independent Governor)  
Jackie Mathers (Independent Governor)  
Neelam Raju (Business Support Staff Governor)

**In Attendance:** Gill Banks (Interim Vice Principal Curriculum and Quality)  
Jim Edwards (Clerk to the Corporation)  
Jo Lawrence (Assistant Principal Student Experience)

**A41/18 Apologies for Absence**

Apologies for absence were received from Ash Boon (Student Governor), and Morgan Paton (Student Governor).

**A42/18 Declarations of Interest**

There were no declarations of interest.

**A43/18 Minutes of the Last Meeting held on 25<sup>th</sup> September 2018**

This item was deferred as an incorrect version of the minutes of the last meeting held on 25<sup>th</sup> September had been provided in the pack of papers for Governors. A replacement set was circulated after the meeting.

**A44/18 Matters arising**

There were no matters arising.

**A4518 Quality Improvement Plan (QIP)**

1. The Interim Vice Principal Curriculum and Quality presented the draft Quality Improvement Plans (QIP) for English and Maths; Work Experience; Apprenticeships; Teaching Learning and Assessment (TLA); and Leadership and Management. The proposed timeline for the completion of the Self-Assessment Report (SAR) for 2017-18 was also presented.
2. The QIPs focus on the five key areas for improvement identified at previous Ofsted inspection reports, and at their latest monitoring visit in September 2018.
3. Governors reviewed the QIPs and noted the clearer format being used, compared to previous years. Timetables for improvement are deliberately demanding and ambitious in order to drive rapid improvement, but they are achievable. Impact can be measured, and individuals' responsibility for implementation and for monitoring the QIPs is clear and unambiguous. The QIPs are working documents and will be developed and refined during 2018-19.

4. Governors queried the level of staff engagement in producing the QIPs, and it was reported that they have been developed by Heads of Faculty, Programme Managers, the Head of Teaching and Learning. In addition, external advisers on English and maths and teaching and learning have been actively involved.
5. In terms of the English and Maths QIP, it was confirmed that Anne Brennan now sits on the newly-formed English and Maths Improvement Group as a governor representative. Stewart Fergusson continues to sit on the Apprenticeship Improvement Group.
6. Governors queried staff's participation and contribution in implementing the QIPs, and stressed the importance of all staff understanding their part in achieving the College's priorities, and driving forward the required improvements. It is important for all staff to have a full understanding of what constitutes a good student experience at the College, and how they individually and departmentally can ensure this is delivered.
7. In response, and as an example, Governors were informed that the whole Student Services team, including Learning Mentors and ALS staff, had recently spent a full day discussing and agreeing ways in which their provision can be aligned to QIPs and to the College's wider strategic objectives.
7. Lee Barratt explained that staff have full input into their departmental SARs, and guidance on quality improvements is disseminated to them following Governor and SLT team meetings.
8. Turning to the SAR, Governors were informed that it will be aligned to Ofsted's Common Inspection Framework (CIF), and will include judgements on Overall Effectiveness; Effectiveness of Leadership and Management; Quality of Teaching Learning and Assessment; Personal Development Behaviour and Welfare; and Outcomes for Learners.
9. Judgements on study programmes, adult learning programmes, apprenticeships, and high needs provision will also be provided.
10. It is proposed that the College SAR is finalised and presented to the Corporation at the strategy day on 25<sup>th</sup> January 2019, before being forwarded to ESFA by 31<sup>st</sup> January 2018.
11. Governors resolved:-
  - i) to receive and note the draft QIPs for English and Maths; Work Experience; Apprenticeships; Teaching Learning and Assessment (TLA); and Leadership and Management progress report on the implementation of the QIP;
  - ii) to take assurance that the process for monitoring and scrutinising quality improvements was robust and focused on the appropriate areas;
  - iii) to agree that narrative on the TLA observation process and proposed impact should be included in the QIP for TLA;
  - iv) to agree that the finalised SAR and QIPs should be presented to the Corporation for approval at its meeting on 25<sup>th</sup> January 2018;
  - v) to endorse the approach being taken in ensuring staff's full participation and contribution in the quality improvement processes.

#### **A46/18          Attendance and Retention**

1. The Interim Vice Principal Curriculum and Quality presented a report on the current average attendance across curriculum areas as at 16<sup>th</sup> November 2018.

2. Average attendance is currently 84.7%, and is affected by English and Maths attendance which is 62.4%. Both sets of attendance figures are below the College targets by 3.3% and 22.6% respectively.
3. English and maths attendance was adversely affected by timetabling difficulties at the beginning of the year, but these have now been resolved, and the expectation is that the annual target of 85% will be achieved.
4. In order to provide managers and Governors with accurate and meaningful data in a timely manner, a suite of management information reports are being developed; namely:-
  - Headline attendance
  - Attendance by Faculty
  - Attendance by Programme Area
  - Attendance by Age and Programme Type
  - Attendance in English and Maths
  - Attendance on GCSE and Functional Skills programmes
  - Attendance progress
  - Timely register completion
5. These reports will be readily accessible by Faculty managers, and will provide detailed data on different aspects of attendance to enable swifter and targeted intervention to take place.
6. Strategies to improve attendance have been reviewed and rewards and incentives are being offered. There will be an awards ceremony in January 2019 to recognise and celebrate excellent attendance on Level 1 programmes, and the top ten courses for attendance will be publicised around the College.
7. The retention rate so far in 2018-19 is not yet available, but will be known once the data return RO4 is submitted. Retention in 2017-18 was 92.7%; 0.6% below the national average, and the 2018-19 performance will be tracked and benchmarked against the trajectory experienced in 2017-18.
8. Governors discussed the value of the wider suite of data reports on attendance, and agreed that, if used properly, they would provide valuable insights into which parts of the College's provision were performing particularly poorly, thus adversely affecting the overall figures, and which areas had good levels of attendance.
9. Governors queried whether authorised absence was counted towards overall attendance figures, and were assured that only 'in learning' activities were included.
9. Governors explored the correlation between attendance and retention and achievement, and stressed that they should not be reviewed and analysed in isolation.
10. It was also suggested that English and maths might be usefully integrated into core curriculum programmes, so that they are not defined separately, and students are not put off attending.
11. Student behaviours need to be understood, so the teaching staff and managers understand what drives and motivates them, and what results in good/poor attendance.
12. Governors resolved:-
  - i) to note the current attendance and retention data report;
  - ii) to take assurance that the process for tracking attendance and retention had improved, and was both robust and timely;

- iii) to endorse the strategies being put in place, and the actions being taken to address poor attendance;
- iv) to request that consideration be given to integrating English and maths where appropriate into core curriculum programmes

## **S47/18      Apprenticeships**

1. The Interim Vice Principal Curriculum and Quality provided Governors with a summary of the apprenticeship performance in 2017-18 and the findings of the Ofsted Monitoring Visit, and presented a progress update on actions being taken to improve apprenticeship provision.
2. Overall achievement in 2017-18 was 61.9% against the latest national average rate of 69.1%. 45% of the framework were below minimum standards.
3. Timely achievement was 42.2% against the latest national average rate of 60.2%.
4. The targets for 2018-19 for 16-18, 19-23 and 24+ provision have been set, and these were presented to Governors.
5. The outcome of Ofsted's Monitoring Visit in September 2018 was that apprenticeship provision was making insufficient progress towards making the necessary quality improvements.
6. Since the Monitoring Visit, weekly performance meetings have been set up, and the link governor for apprenticeships attends the meeting every month. The focus of the performance meetings is on understanding the causes behind out-of-funding learners, and the lack of progress and escalation. The management of the provision and progress tracking are also key themes.
7. A suite of data reports is being developed to support managers in improving their apprenticeship provision, and in making rapid progress. KPIs are being established which will be reviewed and monitored every week, thus enabling swift remedial action to be taken when necessary, and close tracking of apprentices' progress to take place.
8. Issues with the delivery of Functional Skills had a significant and adverse impact on timely achievements in 2017-18. In 2018-19, Functional Skills are now delivered in the first six months of an apprentice's programme in order to address this problem.
9. An external consultant is working closely with managers and staff to support them in implementing planned improvements and changes in the way in which apprenticeships are delivered. A dedicated Head of Apprenticeships has also been appointed.
10. Governors queried the extent of employers' contribution and engagement with the whole apprenticeship process, and in supporting performance improvements. In response, it was reported that there are specific actions in the Apprenticeship QIP relating to employers' engagements with their apprentices' journeys, and more detail will be provided as the QIP is developed.
11. Governors resolved:-
  - i) to note the 2017-18 apprenticeship performance and the findings of Ofsted's Monitoring Visit;
  - ii) to endorse the 2018-19 apprenticeship targets;
  - iii) to endorse the actions in place to facilitate apprenticeship quality improvements;
  - iv) to take assurance that the actions and processes in place to improve apprenticeship performance were appropriate and robust.

## **S48/18      English and Maths**

1. The Interim Vice Principal Curriculum and Quality provided Governors with an update on the English and Maths performance in 2017-18, and the strategies and actions in place to make the necessary improvements.
2. GCSE English 16-18 high grade (4-9) achievement % was 17.2%; 7.4% below the national average, and 5.5% below the College's performance in 2016-17.
3. GCSE English 19+ high grade (4-9) achievement % was 27.5%; 15.7% below the national average, and 3.3% below the College's performance in 2016-17.
4. GCSE Maths 16-18 high grade (4-9) achievement % was 11.4%; 6.5% below the national average, and 6% below the College's performance in 2016-17.
5. GCSE Maths 19+ high grade (4-9) achievement % was 26.3%; 10.7% below the national average, and 4.3% below the College's performance in 2016-17.
6. Functional Skills 16-18 achievement % was 77.4%; 14.7% above the national average, and 4.3% above the College's performance in 2016-17.
7. Functional Skills 19+ achievement % was 65%; 10.7% above the national average, and 2.8% below the College's performance in 2016-17.
8. In response to the performance in 2017-18, an English and Maths strategy is being formulated. Ofsted expect at least a half grade improvement at least from what was achieved at school, and the strategy is based on the principles of stretch, intervention and challenge.
9. An English and Maths consultant is supporting managers and staff in delivering improvements.
10. Governors requested information on the Maths Premium Funding, how it is being spent and what impact it is having. A report will be presented to the next meeting of the Standards Committee on 5<sup>th</sup> February 2019.
11. Governors resolved:-
  - i) to note the high grade and functional skills results for 2017-18;
  - ii) to agree that Anne Brennan should act as link governor for English and maths, and sit on the English and Maths Improvement Group;
  - iii) English and maths should remain as a standing item at Standards' Committee meetings.

## **S49/18      Outcomes and Target Setting**

1. The Interim Vice Principal Curriculum and Quality presented the final outcomes for Education and Training provision (previously known as classroom-based learning) and apprenticeships in 2017-18.
2. The year-end out-turns were presented by faculty and overall, the key ones of which are:-
  - Education and Training 82.4% which is 2% below the national average rate and 0.7% below the College's 2016-17 achievement;
  - 16-18 study programmes are 83.7% which is 2.2% above the latest national average.

- 19+ outcomes are 80.1% which is 7.8% below the latest national average, and 3.1% below the 2016-17 results.
- Overall and timely outcomes for apprenticeships are below national averages and the out-turns in 2016-17.

8. Governors resolved:-

- to note the 2017-18 out-turns, and the focus in 2018-19 on 19+ and Apprenticeship improvements;
- to take assurance that the College managers understand the current position and have appropriate plans in place to address the outstanding issues.

## **S50/18      Enrolment Numbers**

1. The Interim Vice Principal Curriculum and Quality and Learning Standards presented Governors an updated on the latest enrolment figures.
2. 16-18 numbers are at 2,850 against the target of 3,022. This is a reduction of 175 compared to the same period in 2017. There is particular under-recruitment in Health, Social Care & Childcare, Hair & Beauty, and Media, Computing & Digital. Over-recruitment has taken place in Construction, Business, Public Services, Foundation and Life Skills. With January enrolments being planned at the moment, it is hoped that the annual target will be achieved.
3. Adult Education Budget (AEB) numbers are currently at 2,145 against a target of 5,360. Heads of Faculties are working with the Assistant Principal Business Development to develop and run new programmes throughout the remainder of the year, and it is predicted that the annual target will be achieved.
4. Advanced Learning Loans and Apprenticeship numbers are behind target currently, but plans are in place to address this issue.
5. Governors discussed the current enrolment position, and noted the financial implications in 2018-19 and 2019-20 of failing to meet targets.
6. Governors resolved:-
  - to note the current enrolment position, and the shortfalls in 16-18, AEB, Advanced Learning Loans, and Apprenticeships;
  - to take assurance that the College was taking action to recruit additional students during the remainder of the year.
  - to agree that enrolment numbers should be monitored closely by the Standards and Resources Committees and by the Corporation.

## **A51/18      KPIs**

1. The Interim Vice Principal Curriculum and Quality presented Governors with the final performance figures against the KPIs in 2017-18, and the KPI targets for 2018-19.
2. It was reported that the following KPIs in 2017-18 are rated as 'Red' ie >3% behind target:-
  - Attendance in English and maths

- 19+ pass rate
  - 19+ classroom based overall achievement
  - Overall and timely achievements for 16-18, 19-23, and 24+ apprenticeships
  - GCSE English and Maths high grades
  - Completed work experience
  - Student satisfaction % - Enjoy Coming to College
  - Student satisfaction % - Recommend College to a Friend
3. As reported previously to Governors, KPI achievement, and the actions being taken to improve the position, is in each Quality Improvement Plan (QIP).
  4. Governors resolved:-
    - i) to note the KPI out-turns for student outcomes and experience in 2017-18;
    - ii) to take assurance that appropriate targeted action was taking place to address the achievement of KPIs in 2018-19;
    - iii) to note the KPIs for 2018-19, and to agree that their achievement would be monitored and reviewed by the Standards' Committee at each meeting.

#### **A52/18 Risk Register**

1. The Interim Vice Principal Curriculum and Quality presented the risk register for those risks overseen by the Standards Committee.
2. The full risk register, as at September 2018, was considered by the Corporation at its meeting on 16<sup>th</sup> October 2018. Since then, there have no additions to the register or deletions, and risk ratings have remained the same.
3. Governors considered the risk register, and concurred that the risk ratings were consistent with other reports presented to this meeting. It was, however, suggested that the risk associated with safeguarding should be re-worded to include Prevent.
4. Governors resolved:-
  - i) to agree the risk ratings for the risks overseen by the Standards' Committee;
  - ii) to agree that the risk associated with safeguarding should be re-worded to include Prevent in the risk register to be presented to Corporation on 11<sup>th</sup> December 2018.

#### **A53/18 Safeguarding**

1. The Assistant Principal Student Experience presented the latest safeguarding report for Governors' consideration.
2. A breakdown of referrals was presented to Governors, showing the reasons for the referrals being made and the profile of students being referred. These were considered by Governors, who suggested that further information on the primary and secondary reasons for referrals should be provided in future reports. It was agreed that there are often complex causes behind referrals and these need to be identified where possible.
3. The key safeguarding challenges facing the College currently were explained and discussed in detail. These relate to the multi-storey car-park; inappropriate behaviour by students outside the Henley campus; recent student bereavements; possession of weapons; mental health referrals; and gang-related activities in Coventry

4. It was reported that, after swift action by the College, the issues of anti-social behaviour in the multi-storey car-park at the City campus, and at the Henley campus had been resolved.
5. Students and staff have been supported through Learning Mentors and the Samaritans following the tragic death of two students and a former student.
6. In terms of Mental Health referrals Governors were assured that the College worked with specialist agencies such as MIND, the NHS, and the Samaritans.
7. The College continues to work closely with the police and other agencies, and information sharing takes place where appropriate; particularly where there is a potential threat to College students from external influences.
8. It was reported that retention of referred students was 79%, and the College was carrying out some work to identify in more detail the reasons for students withdrawing. Of particular concern are Looked After Children including unaccompanied asylum seekers.
9. It was reported that Anne Brennan was now the Safeguarding Link Governor, having replaced Kathryn Johnson who had stepped down from the Corporation.
3. After due consideration, Governors resolved:-
  - i) to note the latest safeguarding report;
  - ii) to note the key safeguarding challenges facing the College, and to take assurance that the College's safeguarding processes were fit-for-purpose.

#### **A54/18 Prevent Strategy and Action Plan 2018-19**

1. The Assistant Principal Student Experience presented the proposed Prevent Strategy and Action Plan 2018-19 for consideration and recommendation to the Corporation.
2. The strategy remains substantially unchanged from 2017-18, and its main purpose is to raise staff and student awareness of the College's statutory Prevent duty, and to protect students from radicalisation.
3. After due consideration, Governors resolved:-
  - i) to recommend the Prevent Strategy and Action Plan 2018-19 for approval by the Corporation at its meeting on 11<sup>th</sup> December 2018.

#### **A55/18 Self-Assessment of Standards' Committee's Performance in 2017-18**

1. The Clerk to the Corporation presented a proposed self-assessment of the Standards' Committee's Performance in 2017-18 of 'Requires Improvement'.
2. The Committee's key strengths and areas for improvement were suggested, and it was agreed that TLA should be included as an area for improvement along with outcomes for apprenticeships, adult classroom based provision, and GCSE high grades.
3. Governors queried the use of Ofsted's grade definitions in assessing the committee's performance and whether they were appropriate. The Clerk reported that the committee had adhered to its terms of reference during the year, but that the impact on student outcomes had not materialised.



4. Governors resolved:-

- i) to agree a provisional self-assessment grade of 'Requires Improvement', subject to a review of the grading definitions being used, and TLA being added as an area for improvement.

**A56/18 Any Other Business**

1. On behalf of the Standards' Committee, the Chair extended her thanks and gratitude to the Interim Vice Principal Curriculum and Quality, Assistant Principal Student Experience, and the Clerk to the Corporation, all of whom would be leaving the College at the end of the autumn term, for their work in supporting the committee.

**A57/18 Date of the next meeting**

The date of the next meeting was confirmed for Tuesday 5<sup>th</sup> February 2019, 8.30am at the City campus.

**A58/18 Publication of Documents**

The publication of documents was approved without exception.

**Meeting commenced 8.30am**

**Meeting closed 10.40am**

**JE**