

# WOKING COLLEGE

Company Number:

10821223

**MINUTES OF A MEETING OF THE DIRECTORS (“THE TRUSTEES”) OF THE ACADEMY HELD AT WOKING COLLEGE, RYDENS WAY, WOKING GU22 9DL WEDNESDAY 12 DECEMBER 2018**

**PRESENT:**

Ms G. Mather - Chair  
 Mr B. Freeman - Principal  
 Mr M. Hearsum  
 Mr J. Miles  
 Mr C. Mitchell  
 Mr J. Moffat  
 Dr M. Mulheron  
 Mr B. Smith

**IN ATTENDANCE**

Mr H Podwysocki - Student President  
 Miss B Smith - Student Vice-President  
 Mr N. Razaq - Deputy Principal  
 Ms L. Cook - Assistant Principal  
 Ms K. Foan - Assistant Principal  
 Mrs. H. Meredith - Clerk to the Trustees

	<b><u>PART TWO – NON-CONFIDENTIAL ITEMS</u></b>	<b>ACTION</b>
<b>1</b>	<b>APOLOGIES FOR ABSENCE AND QUORUM</b>	
1.1	Apologies were received from Ms Aslam, Ms Cussans and Mr Stokes. The clerk confirmed that the meeting was quorate. The Student President and Vice–President were welcomed to the meeting as observers.	
1.2	<b>DECLARATION OF INTEREST BY MEMBERS AND SENIOR POSTHOLDERS</b>	
1.3	There were no new declarations of interest.	
<b>2.</b>	<b>DUTIES AND RESPONSIBILITIES OF DIRECTORS AND TRUSTEES</b>	
2.1	The Clerk reminded the Board that decisions need to take into account their duties both as Directors and Trustees.	
2.2	The Board is due to receive a copy of the SCFA Essential Guide to Governance but this will be circulated when this arrives following the meeting.	
2.3	It was <b>resolved</b> to note these responsibilities.	
<b>3.</b>	<b>MINUTES OF TRUST BOARD MEETING OF 4 JULY 2018 and REPORT OF GOVERNOR CONFERENCE AND BOARD MEETING OF 26 SEPTEMBER 2018</b>	
3.1	<u>Accuracy.</u> The Minutes were accepted as an accurate record and signed by the Chair.	
3.2	<u>Matters Arising.</u> The Board reviewed the Action Log and noted the following updates:	

					<b>ACTION</b>
	Further work to be done on agreeing the rolling programme of policies for review by the Board	September 2018	<b>BFR/HME</b>	See Item 7	
	Trustees to hold staff focus groups	Ongoing	<b>GM</b>	Arrangements for that to be set up for next term	
	The Principal and new Chair will agree whether to hold more than one strategy review meeting a year	September 2018	<b>BFR / GM</b>	5 June 2019- on schedule of meetings. Issues re coping with growth – 13th Feb 19 Board Meeting	
	College to share the VESPA strategy with the Board	Ongoing	<b>NRA</b>	Presentation to be added to Governor training in January 2019	
	Trustees suggested including recognition from UCAS that students from Woking College exceed expectations at university in college marketing material.	Ongoing	<b>BFR</b>	Actioned	
	One or more Trustees to join the SAR moderation event	Sep/ Oct	<b>KFO</b>	Actioned	
	Clerk, Chair and Principal to prepare the Governance SAR for approval by the Board at the governance conference	September 2018	<b>BFR / GM / HME</b>	See Item 8.3	
	The figure in the Safeguarding report re students at risk of forced marriage to be checked	July		Actioned	
	Membership of the merged Finance / Audit committee to be reviewed at the September Governance Conference	September 2018	<b>Clerk / Trustees</b>	Actioned	
	Trustees asked the College to investigate the setting up a new governance portal	Ongoing	<b>BFR</b>	Actioned	
	Trustees to appoint a nominated lead Trustee for Safeguarding	Sept 2018	<b>Clerk / Trustees</b>	See Item 8.4	
<b>4.1</b>	<b>SELF ASSESSMENT REPORT (SAR) 2017- 2018</b>				
4.1.1.1	The Assistant Principal presented the SAR. The grades were approved at the SAR moderation process by an S7 Moderator and by the Chair of the Board. At the day long event Heads of Department presented their department's strengths, weaknesses and improvement plans. The Chair assured the Board that the process was very thorough and there had been robust interrogation. Other Trustees confirmed that their reading of the SAR found the judgments very fair. As the SAR is such a key document it had been decided to set aside an additional evening for detailed discussion of this by the Board on 23 January 2019.				
4.1.2.1	The Board approved the recommendation that the overall grade should be moved up to Grade 1.				
4.1.3.1	It was <b>resolved</b> to approve the College Self-Assessment Report 2017-18.				
<b>4.1.2</b>	<b>TO RECEIVE AND NOTE REPORT FROM A GOVERNOR ON SAR VALIDATION PROCESS</b>				
	The SAR Moderation Panel included Ms Mather, the Principal and the Deputy Principal and James Moncrieff, Deputy Principal from BHASVIC as an external moderator. The role of Ms Mather was to observe the process and she confirmed her confidence in the robustness and rigour of the process and commended the Principal and Deputy Principal for their balance between being supportive and challenging to the Heads of Department.				
<b>4.1.3</b>	<b>TO RECEIVE AND SIGN-OFF THE QUALITY IMPROVEMENT PLAN (QIP) 2017-2018</b>				
	Trustees agreed the review of the QIP for 2017-18.				

<p>4.2</p> <p>4.2.1</p> <p>4.2.2</p> <p>4.2.3</p>	<p><b>QUALITY IMPROVEMENT PLAN 2018-19</b></p> <p>The Assistant Principal presented the QIP 2018-19 explaining that below the QIP sits a set of management documents with more detailed and time bonded action plans.</p> <p>Trustees asked why some targets (BTEC Level 3 and Level 2) were below last year's outcomes and the Deputy Principal explained that the targets are above National Average (NA). Last year the college was performing above NA</p> <p>It was <b>resolved</b> to approve the QIP.</p>	<p><b>ACTION</b></p>
<p>4.3</p> <p>4.3.1</p> <p>4.3.1.1</p> <p>4.3.1.2</p> <p>4.3.1.3</p> <p>4.3.1.4</p> <p>4.3.1.5</p> <p>4.3.1.6</p>	<p><b>CURRICULUM REPORTS</b></p> <p><b>DESTINATIONS OF LEAVERS AND PROGRESSION</b></p> <p>The Board reviewed a report presented by the Assistant Principal on the analysis of the destination of students broken down by protected group. If the assumption is made that those students taking a Gap Year will enter Higher Education, the total percentage of those entering Higher Education will be 70%. If those on a Gap Year are excluded, it is 59%. 75% of students applying to HE gained their first choice place.</p> <p>Trustees asked whether any gaps had been identified. The Assistant Principal reported that gaps between those who may be expected not to perform well are being closed or even the reverse of what is expected is being achieved. There are no gender gaps. Students on learning support were slightly less likely to go to university, students whose parents attended university are more likely to go to university and those whose parents did not go to university are more likely to go into apprenticeships. Overall the number of students progressing into apprenticeships are rising slowly (against the national trend).</p> <p>Trustees asked whether disabled students have met their aspirations and it was difficult to identify this from the data and because this is cohort is a very small number of students.</p> <p>The Chair congratulated the College for the range of universities to which students are progressing and thanked the Assistant Principal for the very detailed report</p> <p>The Student Vice-President asked whether the College has any Oxbridge targets and the Principal confirmed that the College does not set an Oxbridge target and reported to the Board on the support provided by the College to Oxbridge candidates.</p> <p>It was <b>resolved</b> to note the report.</p>	
	<p><b><u>Learner voice</u></b></p> <p><i>Before the Student President and vice president had to leave the meeting (to prepare for the College Christmas Production) the Chair invited any other input from them</i></p> <p>The students talked about help from the College for students in finding and applying for work experience. The College has a member of staff whose role is to support students' work experience. The students suggested training students on how to apply for WEX and the Assistant Principal confirmed that this has been introduced as part of the BTEC lessons this year. The Principal confirmed that last year 98% of students had work experience by the end of the year or during the summer. The Principal agreed to discuss the students' suggestions further with them at one of their regular meetings. The students asked about action taken by the College in relation to a very small number of students with attendance issues. The Principal confirmed action taken to resolve that including the use of an attendance officer.</p>	<p><b>Principal</b></p>
	<p><i>Mr Podwysocki and Miss Smith left the meeting at 5:50pm</i></p>	

4.3.2	END OF YEAR STUDENT SURVEY RESULTS 2017-18	ACTION
4.3.2.1	<p>The Assistant Principal KFO presented an analysis of Student survey results for the end of year Survey (2017-18) and confirmed that the results were all very positive. Trustees noted the following findings:</p> <p><u>Strengths</u></p> <ol style="list-style-type: none"> <li>1. Student levels of satisfaction with all aspects of subject teaching, learning and assessment were extremely high;</li> <li>2. Student levels of satisfaction with most aspects of tutoring were high;</li> <li>3. Increased numbers of students now agree or strongly agree that the silent study requirement in the LRC makes it easier to study and revise</li> </ol> <p><u>Areas for Development</u></p> <ol style="list-style-type: none"> <li>1. Although student satisfaction levels remain high there has been a drop in overall satisfaction with a number of elements of the tutorial programme. The Chair requested an action that the Board should receive further reports on student satisfaction for the Board to monitor.</li> <li>2. The LRC still has a significant number of learners commenting negatively on the resources and support that it provides. Trustees noted that the survey results show an increase in the number of students using the LRC. The College will run an IQR on the LRC to review this next term.</li> </ol>	Assistant Principal
4.3.2.2	It was <b>resolved</b> to note the report.	
4.3.3	<b>ENROLMENT DATA AND REASONS FOR STUDENT WITHDRAWALS 2018-19</b>	
4.3.3.1	<p>The Deputy Principal presented a report from which it was noted that:</p> <ol style="list-style-type: none"> <li>1. Student enrolment has continued to increase with the College experiencing almost 13% increase in student numbers over the last two years. This is likely to increase again in September 2019.</li> <li>2. Student withdrawals have fallen significantly.</li> </ol>	
4.3.3.2	Only 2 students withdrew from College after the start of their courses, compared with 12 last year. The overall number of withdrawals has declined significantly over the last few years as students are given greater guidance and support when selecting their courses during the interview and enrolment period.	
4.3.3.3	It was <b>resolved</b> to note the report.	
4.3.4	<b>COMPLAINTS LOG</b>	
4.3.4.1	Trustees received and reviewed the Complaints Log presented by the Deputy Principal and <b>agreed</b> that the Board has confidence in the process by which these were handled by the College noting that there had been three complaints this academic year, mainly about car-parking issues, which had been resolved.	
4.3.4.2	In relation to a complaint about the quality of lessons from a member of the teaching staff, the Deputy Principal reported on support systems which led to a capability process and that the member of staff concerned will be leaving College at Christmas.	
4.3.4.3	It was <b>resolved</b> to note the report.	

4.3.5	<b>EQUAL OPPORTUNITIES</b>	<b>ACTION</b>
4.3.5.1	The Assistant Principal presented the College 's Public Sector Equality Duty Report which describes the progress the College has made towards meeting its own Equality and Diversity policy principles and the three aims of its Public Sector Equality Duty.	
4.3.5.2	It was <b>resolved</b> to note the report which will be published on the college website.	
4.3.6	<b>SAFEGUARDING</b>	
4.3.6.1	<p>The Board received and noted a summary report presented by the Assistant Principal. There were no significant safeguarding issues to report, the report highlighted that:</p> <ol style="list-style-type: none"> <li>1. All staff responsible for safeguarding are fully trained in safeguarding;</li> <li>2. Safeguarding and PREVENT are included as key features in the student pastoral curriculum across all years and levels;</li> <li>3. The College has continued to see a further increase in the number of students presenting with anxiety-related disorders and depression which mirrors what is happening nationally. The pastoral structure has been re-organised to add additional support to this area.</li> </ol>	
4.3.6.2	In accordance with KCSIE October 2018 update, an identified Trustee must be appointed to safeguarding. It was <b>resolved</b> to appoint Mrs Cussans as the Trustee Lead for safeguarding.	
4.3.6.3	It was <b>resolved</b> to note the report.	
4.3.7	<b>LINK TRUSTEE REPORTS / THEMED LEARNING WALKS FOR TRUSTEES / REPORTS FROM STUDENT FOCUS GROUPS</b>	
4.3.7.1	The Board reviewed a report from a Trustee who attended a recent Learning Walk for Trustees and Members which was presented by Mr Miles.	
4.3.7.2	It was <b>resolved</b> to note the report.	
4.3.7.3	<p>Learning walk dates previously fixed for next term were noted as follows and Trustees who had not already signed up to attend one of these were encouraged to do so:</p> <ul style="list-style-type: none"> <li>• Monday 4<sup>th</sup> February 2019 @ 1:30 – 3:40pm</li> <li>• Friday 29<sup>th</sup> March 2019 @ 9-11:00 am</li> </ul>	
<i>The Assistant Principals left the meeting at 6:15pm</i>		
4.3.8	<b>PERFORMANCE MANAGEMENT AND CPD STAFF UPDATE</b>	
4.3.8.1	The Deputy Principal gave an overview in relation to staff CPD and performance management action. Trustees noted that much of the Staff CPD is undertaken through S7 using the expertise from the college members to deliver this training. There were two staff INSET days during the term and the college launched the use of Office 365 and provided staff training on that.	
4.3.8.2	The College launched Professional Learning Communities (PLCs) this year with clusters of staff wanting to work on a particular issue cross college.	

<p>4.3.8.3</p> <p>4.3.8.4</p> <p>4.3.8.5</p> <p>4.3.8.6</p>	<p>All teachers have been observed during the term. Observations are unannounced and the monitoring arising from observations depends on the type of issues identified. A member of staff who failed 4 or 5 lessons will be leaving college as a result. Three other members of staff had to be re-observed – two have successfully improved but one is continuing to be monitored.</p> <p>NQTs are subject to a much more rigorous programme of more frequent observations. One NQT is currently failing their probationary period and is being supported by the Head of Department on a weekly basis.</p> <p>One supply teacher was asked to leave by their first break time as the quality of their teaching was not good enough.</p> <p>The Principal reported on the high level of goodwill from College staff who support students when a teacher is away. Trustees asked about action taken by the College to make staff feel valued for that commitment and the Principal reported on steps such as a meal out for staff, a staff admin day in November, treats in the staff room at break and a plan to present a full review of salaries to the Finance Committee next term.</p>	<p><b>ACTION</b></p>
<p>5.</p> <p>5.1.1</p> <p>5.1.2</p> <p>5.1.3</p> <p>5.1.4</p>	<p><b>PRINCIPAL' S REPORT</b></p> <p>The Principal presented his report and invited comments and questions from Trustees. The report highlighted the following:</p> <p><b>College overall KPI position</b> (with in-year comparisons)  Overall attendance 98.5% (98.6%)  Overall retention 99.5% (99.5%)  Applications 1096 (1108)  Acceptances 195 (177)  There are 1408 Student on roll, 698 1<sup>st</sup> Years. 527 Intermediate level, 587 2<sup>nd</sup> Years. This is 80 more students than at the same point last year.</p> <p>The report included national issues for 6<sup>th</sup> Form Colleges, political activity nationally in relation to funding issues and an update on the new OFSTED education inspection framework as well as reporting on health and safety issues and a snapshot of trips, visits and speakers and extra events for students.</p> <p>Trustees commended the extraordinary breadth of the extra-curricular programme and thanked the Principal for the comprehensive nature of the report.</p> <p>It was <b>resolved</b> to note the report.</p>	
<p>5.2</p> <p>5.2.1</p> <p>5.2.2</p>	<p><b>SITE AND HEALTH AND SAFETY UPDATE</b></p> <p>Trustees asked about the preparations for the construction of the 3G pitch and funding bids being made with Woking Borough Council. The College has satisfied its main administrative elements by submitting a bid to lease the land to WBC. This project will cost close to £2m, with no significant financial input from the College. Trustees asked about the process for obtaining ESFA / DfE consent to the lease noting that this was approved by the Corporation prior to conversion to an academy. The Principal confirmed that the application for consent from the DfE has been submitted.</p> <p>Trustees noted an update on the Completion of Roofing, clean-up of works compound, final inspections, issue of Certification and Guarantees. The next planned CIF bid will be for replacement of the original metal windows. Work has also begun on CIF bid for Autumn 2019 to allow for the construction of eight or more new teaching spaces. Applying DfE indices the College is already eight classrooms short of expected classroom provision.</p>	

5.2.3	Planning permission is also being sought for the placement of four temporary classrooms between Top Block and the Social Science Block and the College is in negotiation with the ESFA for a contribution towards that development.	<b>ACTION</b>
5.2.4	<b>Health and Safety matters:</b> Trustees asked about an incident in relation to Labwaste following an error in practice by an outside contractor. The College had put pressure on the contractors to report the incident as required. The Chair asked for confirmation that this has been reported as appropriate.	<b>Principal</b>
5.2.5	It was <b>resolved</b> to note the report.	
<b>6.</b>	<b>MINUTES OF THE FINANCE AND AUDIT COMMITTEE OF 28 NOVEMBER 2018</b>	
6.1.	Mr Moffat moved the adoption of the minutes of the Finance and Audit Committee meeting of 28 November 2018. The following recommendations were <b>agreed</b> :	
6.2	<ul style="list-style-type: none"> <li>• The approval of the Committee Terms of Reference (attached to the Minutes);</li> <li>• The approval of the October 2018 Management accounts - all Trustees now receive accounts every month;</li> </ul>	
6.3.1	It was <b>resolved</b> to approve:	
	<ul style="list-style-type: none"> <li>• The Financial Statements for the year ended 31 August 2018 in which the College was given an unqualified Audit Opinion and an unqualified Regularity Audit Opinion;</li> </ul>	
6.3.2	<ul style="list-style-type: none"> <li>• the Representation Letter to the auditors confirming that the Chair and Principal are authorised by the Academy Trust Board to sign the financial statements;</li> </ul>	
6.3.3., 6.3.4	<ul style="list-style-type: none"> <li>• The Risk Register and Risk Management Annual Report presented to the Board by the Deputy Principal.</li> </ul>	
6.3.5	The Minutes and these recommendations were adopted.	
<b>7.</b>	<b>POLICIES FOR APPROVAL</b>	
7.1	The Finance and Audit Committee had reviewed the proposed schedule of Policy Review by the Board and recommended this for approval.	
7.2	It was <b>resolved</b> to approve the schedule of Policy Review by the Board.	
<b>8.</b>	<b>CONSTITUTION MATTERS</b>	
8. 1	The Board noted the results of the recent election of Parent Trustee and that Yasmin Aslam was appointed as a Trustee and Director for 4 years with effect from 12 <sup>th</sup> November 2018.	
8.2	<b>COMMITTEE MEMBERSHIP</b>	
8.2.1	The revised list of Committee Memberships for 2018-19 was <b>agreed</b> .	
8.2.2	The Clerk agreed to ask Ms Aslam if she would be prepared to join the Finance and Audit Committee meeting which would help with succession planning.	<b>Clerk</b>

8.3	<b>GOVERNANCE SELF-ASSESSMENT REPORT</b>	<b>ACTION</b>
8.3.1	The Board discussed the draft Governance Self-Assessment Report in detail and thanked the Clerk for preparing this.	
8.3.2	It was <b>resolved</b> to approve the draft SAR on Governance and the governance improvement action plan which will provide the focus for governance development work this year.	
8.4	<b>TO APPOINT A NOMINATED LEAD TRUSTEE FOR SAFEGUARDING</b>	
8.4.1	Under the statutory guidance Keeping Children Safe in Education the responsibilities on the Board include that:  53. Governing bodies and proprietors should have a senior board level (or equivalent) lead to take leadership responsibility for their school's or college's safeguarding arrangements.	
8.4.2	It was <b>resolved</b> to appoint Mrs Cussans as Lead Trustee for Safeguarding.	
8.5	<b>GOVERNANCE PORTAL</b>	
8.5.1	The new portal for Governance papers using Office 365 was noted and has been accessed by some of the Trustees. However, those who already use Office 365 elsewhere reported on some difficulty in access. The Clerk offered to arrange help from the College IT team.	
9.	<b>DATE OF NEXT MEETING</b>	
9.1	Trustees received a revised Schedule of meetings and noted the following:  <ul style="list-style-type: none"> <li><b>Wednesday 23 January 2019 @ 6:30pm</b> to be an additional Board Meeting to review the SAR as well as Governance IQAR/ OFSTED Preparation Training</li> <li><b>Wednesday 13 February @6:30pm</b> next previously scheduled Board meeting</li> </ul>	
	The Part II Business closed at 6:55pm. The Principal, Deputy Principal and clerk left the meeting. The Confidential business closed at 7:20pm  Signed:.....Date.....	

**Matters arising Action Log from meeting 12 December 2018**

	<b>ACTION REQUIRED</b>	<b>BY WHEN</b>	<b>BY WHOM</b>	<b>STATUS</b>
1	SCFA Essential Guide to Governance to be circulated	? (when this arrives)	HME	Actioned
2	Trustees to hold staff focus groups	Easter term 2019	GM	
3	Learner voice ; BFR to discuss the students' suggestions re helping students with WEX applications further	Easter 2019	BFR	
4	The Board should receive further reports on student satisfaction for the Board to monitor.	Easter 2019	KFO	
5	The Chair asked for confirmation that an incident in relation to Labwaste following an error in practice by an outside contractor has been reported as appropriate.	13 February 2019	BFR	
6	Additional strategy review meetings: Issues re coping with growth – 13th Feb 19 Board Meeting Strategic review meeting 5 June 2019-	13 February 2019  5 June 2019	BFR / GM	
7	Presentation on VESPA Strategy to be added to Governor training in January 2019	23 Jan 2019	NRA / HME	Deferred to 13 Feb 2019
8	The Clerk to ask Ms Aslam if she would be prepared to join the Finance and Audit Committee meeting	End Dec 2018	HME	YA agreed to join comttee