

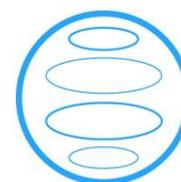
## CURRICULUM, QUALITY AND STANDARDS COMMITTEE MEETING

### DRAFT MINUTES

|            |   |                  |                          |
|------------|---|------------------|--------------------------|
| Date       | 28 November 2013  | Time             | 14.00                    |
| Venue      | Station Plaza Boardroom   |                  |                          |
| Chair      | Pat Farmer  | Minutes taken by | Clerk to the Corporation |
| Membership | Pat Farmer (Chair); Tony Campbell OBE KSG; Principal (Clive Cooke); Diana Garnham; Simon Hubbard; Vic Kempner; Professor Stuart Laing; Student President (Rob Tyson)  |                  |                          |
| Apologies  | Simon Hubbard   |                  |                          |
| Officers   | Deputy Principal and CEO (April Carrol); VP Enterprise, Employment and Skills (Dan Shelley); Head of Faculty, Technology and Skills (Jean Scott) for item 5; Head of Student Services (Vicky Morton) for item 6, VP Resources for item 12 |                  |                          |

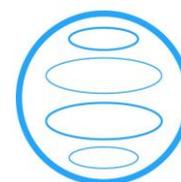
Prior to the meeting governors visited the Faculty of Hair and Beauty.

| Item no. | Item  | Actions |
|----------|---|---------|
| 1.       | <b>Apologies</b><br>Apologies had been received from Simon Hubbard. These were accepted.  |         |
| 2.       | <b>Declarations of interest</b><br>Professor Laing declared an interest as a staff member of the University of Brighton.  |         |
| 3.       | <b>Draft minutes of previous meeting</b><br>The Committee considered the minutes and the following amendments were requested: <ul style="list-style-type: none"> <li>• Include DG in the membership for the 22 May 2013</li> </ul> <b>RESOLVED: The minutes of the CQS Committee meeting on 22 May 2013 were agreed as a true and accurate record. Proposed: VK; Seconded: PF; CARRIED.</b><br>The draft minutes of the CQS Subcommittee meeting on 10 October 2013 had also been circulated for information and the following changes were proposed by the DP&CEO. To amend Item 7 to read “mainly” and “why student were not making progress” and to replace VC with VP.  | Clerk   |
| 4.       | <b>Matters arising on the minutes / action list</b><br>All actions had been completed or were in progress. Refer to separate action tracker for more details.<br>The following areas were highlighted: <ul style="list-style-type: none"> <li>• The DP&amp;CEO noted that there are issues with 19+ students signing up to an accredited course to learn but not completing the certificate. Data on the number of students to be brought to the subcommittee on the 30 January 2014.</li> <li>• The DP&amp;CEO reported that last year students were studying low level functional skills and passing easily. This year students have to do a higher level and struggling at the start of the course. Improvements have now been made and are above national average.</li> <li>• The Chair reported that an action for the VP EES to update on <b>Employer Forums</b></li> </ul> | DP&CEO  |

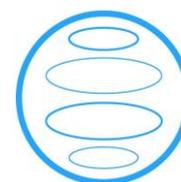


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|           | <p>had not been carried over to the action list. The VP EES reported that there is a Construction Employer Forum (Building Links) this evening which will be running monthly. Forums in Engineering and Tourism are taking place. An Employers Dinner is planned following the Employer Survey deadline of 13 December. The Chair asked that results from the survey are fed back to the CQS s/c on the 30 January 2014.</p> <ul style="list-style-type: none"> <li>• <b>Attendance and success rates.</b> The Chair asked for data on the following: poor achievement/deprivation/grades of teaching and learning in relation to attendance data. The DP&amp;CEO confirmed the data is coming through and will be available for the next s/c meeting. She noted that there is data on students at risk and would look at the deprivation indices to see what information is available. JS reported that the County Council can share information on students with free school means if the College sends through a list of students.</li> <li>• The Chair asked that the information on the Governance SAR is sent out to all Corporation members.</li> </ul>  | <p>VP EES</p> <p>DP&amp;CEO</p> <p>DP&amp;CEO and Clerk</p> |
| <p>5.</p> | <p><b>Presentation on English and Maths from the Head of Faculty for Technology and Skills</b><br/>(14.23 Jean Scott arrives)<br/>The Head of Faculty for Technology and Skills provided an update for the Committee.<br/>Main points included:</p> <ul style="list-style-type: none"> <li>• Rates are 12% up for this year but still 4% below national average.</li> <li>• The target for this year is 72%.</li> <li>• The College appointed 8 advocates from September. 260 staff members have carried out training and there is more training planned.</li> <li>• An audit of staff to ensure they have at least Level 2 English and Maths has been carried out and is on-going. Those below level 2 are being supported to achieve and currently 5 staff are involved in the programme. The Committee noted the relatively low numbers.</li> <li>• A Functional Skills Handbook showing how SCCH does maths and English has been developed and the Committee considered the document and asked for a copy. It is available on the online and given to all LSMs, Advocates and SMT. There is an academic calendar where all the training and meetings are scheduled in the Handbook. It was noted that there is much more clarity this year in maths and English provision.</li> <li>• The team is developing generic course materials, resources, schemes of work and has a facebook page. Mindset is used as a diagnostic tool along with a free writing scheme and practical maths.</li> <li>• There is much more accurate information about the levels of students.</li> <li>• There has been a 5% improvement in attendance on functional skills.</li> <li>• A Level 5 English specialist course is in place and Level 5 maths will start in January 2014.</li> <li>• All maths and English teachers will be observed by December.</li> <li>• Confidential note. The Head of Faculty for Skills and Technology reported that the inspector had fed back directly and noted that she had seen examples of very good practice. This has highlighted that teachers are not sharing good practice and explained it is a fairly new tracking system which is being rolled out and this will continue. The inspector felt that there was an issue about the support the College gives to teachers who are new to teaching functional skills. TLCs are delivering training on a regular basis but there are issues with staff attending. At the last mandatory training session on 10 teachers out of 47 had attended. Sessional staff are not being paid to attend and often have other commitments. Twilight and morning sessions are being scheduled to address non-attendance and the Principal confirmed the payments could come out of the CPD budget and he would follow up.</li> </ul> | <p>Clerk to circulate copies</p> <p>Principal</p>           |

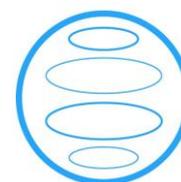




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|           | <p>measures and planning. There is constant review of working practices with the team looking at how they are working and reviewing cases, learning from experiences and making improvements.</p> <p>The Chair noted that the data in the report shows that there are more and more cases. It was noted that all concerns are raised to the team. Areas peaking are around health and wellbeing where early on intervention is important. Suicide, homelessness, substance misuse and relationships are all common and they are not necessarily all high level but are logged as an area of concern.</p> <p>For bullying a high percentage is cyber bullying and work in LRC and student engagement team is on-going to address this.</p> <p>The Chair asked how the team determines whether the increase in issues is due to greater awareness or whether there are more students having problems. The Head of Student Services said she felt there are more issues coming in with young people. The Principal reported that there is a 16% increase in 16-18 starts in level one and two and entry which would likely contribute to an increase in issues at the College.</p> <p>The Chair of Corporation questioned whether it would be more appropriate to have a named member of the team across the sites. It was confirmed this had not been possible due to resource, with the exception of the Motor Vehicle Centre, but it was agreed it would be helpful to add into the policy that cover is available over the sites at all times.</p> <p>SL suggested that adding the percentage of management who have been trained would be a useful additional to the report. It was noted that 100% of managers have been trained, with 4 managers on the safeguarding team and 5 members of the duty manager team on disclosed training.</p> <p>JS highlighted the impressive statistics on Looked After Children and it was confirmed the College works closely with the Virtual School.</p> <p><b>Safeguarding Policy</b></p> <p>The Committee considered the policy and it was noted that the updates are legislative and revisions to the current safeguarding team.</p> <p><b>RESOLVED: The Committee recommended to approve to Corporation the updated Safeguarding Policy Proposed: PF; Seconded: VK; CARRIED.</b></p> <p>The Chair noted that on behalf of the Committee they appreciate the work the Head of SS has done, thanked her for her work and wished her every success for the future.<br/>(VM departs 14.58)</p> | <p>Head of SS</p> <p>Head of SS</p> <p>Clerk</p> |
| <p>7.</p> | <p><b>Draft College SAR 2012/13 with verbal updates following the SAR Moderation</b></p> <p>The Chair reported that the SAR moderation had taken place the prior afternoon and was attended by the Principal, DP&amp;CEO, Head of Faculty FAP, Head of Faculty FTS, peer reviewers from Oxford and Central Sussex, the Chair and Vice Chair of Corporation, the Chair of Search and Governance Development Committee and the Clerk to the Corporation. The Principal reported that grades had been agreed at the moderation and he thanked everyone for their input.</p> <p>Grades agreed were:</p> <ul style="list-style-type: none"> <li>Outcomes for Learners – 2</li> <li>Quality of Teaching, Learning and Assessment – 2</li> <li>Leadership and Management – 2</li> <li>Overall effectiveness – 2</li> </ul> <p>Leadership and Management was felt to be outstanding in many ways and it was agreed to include an emphasis on outstanding in the content of the SAR but to grade the area as 2. Both the mock lead inspector and the peer reviewers felt the grade could be pushed to a 1.</p>  |  |



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|           | <p>The Subject Sector Area (SSA) grades in the SAR were different from the College's grade from the Mock Inspection but the DP&amp;CEO reminded the Committee that the SAR is a review of last year and the inspection is a review of right now. It was agreed the aim is for the inspection grades to match the SAR grades.</p> <p>The DP&amp;CEO reported on suggested changes from peer reviewers:</p> <ul style="list-style-type: none"> <li>• To include more examples of learner views. The College does a lot of surveying but views are not coming through.</li> <li>• To include more examples in the Learning, Assessment and Teaching section on where good and outstanding teaching is taking place and examples of what that looks like.</li> <li>• To be about the high grade analysis of GCSE and science</li> <li>• A – C but should be A*-B</li> <li>• To be clearer about the gender gap between males and females. The DP&amp;CEO reported that the College had significantly narrowed gaps in 12-13 in achievement rates but a 6% gap between males and females is evident. Details about where it is presenting and an indication that the College has an understanding that that gap exists to be added in. She confirmed it was mainly in adult short courses.</li> </ul> <p>The peer reviewers were positive about the SAR which they found clear and accessible and they were impressed with the way it had been produced. They felt the strengths around outcomes for learners are very high or outstanding and the College is underselling itself by not promoting this more in the SAR. In L&amp;M improvements in success rates at a rapid and dramatic pace demonstrates outstanding and phenomenal L&amp;M.</p> <p>The Chair asked that the timing of the SAR and the CQS meeting next year is arranged to allow more time for reporting to the Committee.</p> <p>DG reported on the importance of progression from the feeder schools for science qualifications. Partnerships with the university and across schools to improve the feeder are needed to improve the situation. DG agreed to provide the DP&amp;CEO county figures to add into the SAR background data to support that.</p> <p><b>RESOLVED: The Committee recommended to approve the Self-Assessment Report 2012/13 to Corporation subject to the updates discussed. Proposed: PF; Seconded: TC; CARRIED.</b></p> <p>It was agreed that the existing SAR would be used for the Corporation meeting with an update of changes page from the DP&amp;CEO</p> <p>The Chair reminded the Committee that all governors are invited to the SAR moderation and governance SAR.</p> | <p>DP&amp;CEO</p> <p>Clerk</p> <p>DG</p> <p>Clerk</p> <p>DP&amp;CEO</p> <p>All</p> |
| <p>8.</p> | <p><b>Performance Update</b></p> <p>a. <b>Updates to the Strategic Plan</b></p> <p>The Chair noted that the Plan will be reviewed and debated at the away day on the 31 January 2014 and there are minor modifications brought to the meeting. The Principal updated on the revisions as follows:</p> <ul style="list-style-type: none"> <li>• Dates updated.</li> <li>• Repetition taken out.</li> <li>• Objective 3 bullet 2 updated to read "Further and consistent improvements in success rates in order that 'Outcomes for Learners' to be judged good at the college's second inspection" with 'significant' removed from the objective</li> <li>• Inclusion in objective 3 of an additional bullet to read "Further improvement of progression into employment or further study for all students regardless of their starting point".</li> </ul>  |  |



The Committee reviewed the updated Plan and agreed there were minor but important changes included.

The Committee reviewed the 3 Year Targets and agreed with the following updates:

- (1.1) Increase to 87% target for Student Satisfaction Survey "Would you recommend the college to a friend?" (2012-13 target 80%, outcome 80%).
- (1.2) Reduction in target for Learning, assessment and teaching observation grade profile good or better to 80% (2012-13 target 74%, outcome 84%) with the expectation of the profile declining due to unannounced lesson observations.
- (1.3) Success rates reduced from 85% target (89% outcome) to 86% target due to the inclusion of Functional Skills in the overall success rate from 2013-14 onwards.
- (2.2) It had been agreed at the Vertical Enterprise Partnership (VEP) to split the target into a target for recruitment to Academy 6 and a target for recruitment on vocational courses. The target remains consistent from 2012-13 at 70% for Hastings Academy students and increases to 32% (2012-13 target 29%) for St Leonards Academy.
- The Committee noted the financial targets agreed by F&HR Committee.

**b. Quality Improvement Plan**

The DP&CEO presented an update to the Post Inspection Action Plan (PIAP).

**Overall outcomes for learners are green.**

- Overall success rate (green) has succeeded and exceeded its target by 4% pts. Key areas to improve coming out of inspection have been achieved.
- Overall attendance (amber) ended below the aspirational target of 90%. The improvement target is 80%.
- Functional Skills (amber) improved by 12% but remains below the provider average. The aim is to be above the provider rate by the end of the year.

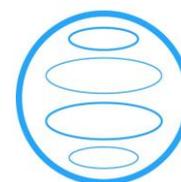
**Overall the Quality of Learning, Assessment and Teaching is green**

- with 84% good or better. Feedback from the inspection was positive and the use of diagnostics has improved. Maths and English has been further embedded and English is judged to be good.
- Embedding and promotion of E&D has improved and the inspectors were highly positive about it.
- Further work is needed to improve support for planning for learning.
- There is a more robust progression process which was a key area to improve coming out of inspection. There is a clear baseline for intended progression of 57% to return and 56% did return.
- JS asked about data on Year 12 and the DP&CEO reported there is some detail in the SAR but she would re visit and send details through.
- J2 profit is employed to track student destinations and the report has just been received. There is still work to do on actual destinations.
- Moodle was purchased in July 2013 but is not yet rolled out. Confidential note

**Overall Leadership and Management is green.**

- Success rates have significantly improved by 7% to 89% in 2012-13 and the College is in the upper quartile of GFE colleges in the country.
- Report Manager (web based) is available to support use of data by managers and to inform Performance Review processes and SAR production.
- There are significant improvements in partnership work with local schools and Academies. The VEP is in place.
- Conversion rate from offer to enrolment is high at 86% against a target of 67%
- Promotion of E&D across the College and outside of the curriculum requires further improvement.
- PPRs are enhanced with Call Back meetings to ensure actions are followed up.

DP&CEO



- Student satisfaction is high at 86%.

The DP&CEO reported the PIAP will be put onto the Gateway alongside the SAR

**c. KPI update and agreement of new targets for 2013-14**

The Chair questioned the data on the dashboard and the DP&CEO explained that it is a work in progress as the Data Service will not be fully reported out until December at the earliest. This is a national issue for colleges. The Committee questioned whether it was worth producing the document if it was not able to show relevant targets and it was agreed the update would not be ready for Corporation in December. The Chair voiced concerns that the College was at the end of the first term and targets were not in place. It was noted that full details of College targets are available in the SAR and the missing information on the dashboard is due to the non-validation of data. The Chair asked about the Student Satisfaction data and it was noted that no surveys have taken place to date but the target should be added into the dashboard. The correct spelling of satisfaction to be included. The DP&CEO noted that the dashboard provided what is available at the moment and the College was being as open as possible about what it is aiming for and in the main is exceeding targets. The Chair questioned why the data is so dependent on outside bodies and felt the College should be setting targets early. The DP&CEO explained that targets have been agreed, are management owned and progressing but can't be reflected in the document at the present time. It was suggested that it would be more appropriate not to present the document in its current state.

It was agreed to present the document at the CQS s/c on the 30 January 2014 when it should be fully populated.

**d. Destinations and progression to date**

The Chair reported on the detailed paper and asked the Committee for any questions. JS asked how many year 12s stayed on for a second year and it was agreed it would be useful to see the progression from year 12 to year 13.

The Committee agreed it was very positive that there is there is now in place a baseline with evidence for Ofsted to show analysed progression.

The DP&CEO asked the Committee to noted that the 10% progressing onto HE refers to the whole college cohort and that 86% of those who intended to progress was the actual figure.

The Committee agreed that it will be interesting to compare that data with the National Learner Survey.

JS agreed to send through destinations data from local schools.

The Committee discussed the increase in the percentage of NEETS and agreed it was not surprising that many were not yet in employment as they had only left the College in July and with the difficulties of employment in the area.

**e. Value-Added**

The DP&CEO reported that VA is the measure of the progress students make from their starting point with the College. There are 3 sets of reporting, ALICE data (A Levels) , ALPs data (A Levels and BTEC) and the College is awaiting the ALPs report for the 1 year BTEC programme, Level 3 Value Added (formally LAT) which Ofsted uses. The ALICE data shows SCCH in the top 10% in the country for added value for A levels. There is currently a problem with the latter system as it is reporting programmes the College doesn't run and is indicating VA is of no significance which is incorrect. There is a concern to get the report amended asap before it is posted on the Gateway and in the public forum. The lead inspector this week had confirmed that a number of colleges are in dispute over incorrect data

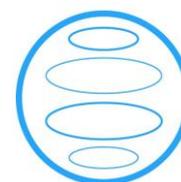
The Chair noted that BTEC courses are the only non-academic courses where there is grading into pass, merit, distinction. He felt the Committee should have an understanding

Principal

DP&CEO/  
Clerk

SLT/Clerk

DP&CEO



of which courses are graded to enable them to request reporting back on value added. He asked why the College has to rely on outside data and the DP&CEO noted that verification is used to measure the College's minimum standards and are a key measure for the government. She explained that the production of data is about the reporting capacity in MIS. JS noted that most colleges will use one of the tools and it is useful for benchmarking against other colleges.

JS

The DP&CEO reported that the College is presently validating the source data as there had been issues with 2011-12 entry data. If source data alters a further report will be requested from external data sources. She noted that the College is hopeful that the DFE or the ALPs data will be more positive than indicated.

The Chair asked for the Committee to see ALPS results when available.

**f. Apprenticeships**

The Clerk to ensure the copy is colour due to difficulty reading the figures. The VP EES reported on the item and the following points were considered:

**16-18**

- Hitting targets is variable. Overall success and timely success remains above the national average for 16-18 with a small improvement of 0.4% from last year, but still below the expected target.
- The 16-18 Apprenticeship figures were on track to achieve the 2012-13 target for both success and timely success but conflicting advice on the eligibility of end dates at the start and end of the year from the SFA and Information Authority affected over 60 learners in the last quartile. This had a minor effect on the success rate and a larger adverse effect of 9% on the forecasted outturn of 80% timely success rate.
- Advanced Apprenticeship success and timely success were unaffected and succeeded their 2012-13 targets.

DP&CEO

**19-24**

- This age range had the greatest failure in terms of targets due to a number of critical occurrences which included – small numbers of learners affected the withdrawal which equated to 2.5% for each student. 5 plumbing students were withdrawn in the 2011-12 contract leaving a legacy that affected the 2012-13 success and timely success data detrimentally. #Confidential note

DP&CEO

Clerk

Provision for over 25s was limited in 2012-13 so not material in the overall success and timely success rates for the College.

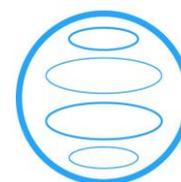
SL noted that it would be useful for the Committee to know what is going on with Apprenticeships in relation to employers, types of professions, the local economy and the College's role; he questioned how the Corporation is made aware of these important factors.

The Chair noted that only 50% of in house and 60% of sub contract apprentices had been recruited and explained how the F&HR Committee had considered in depth and reported it was a substantial and serious financial issue for the College. It was noted that it is a national trend and particularly serious for Sussex in terms of 16-18 Apprenticeships. DG reported that BIS is bringing in changes because current ways are just not working nationwide. The plan for 2017 is a completely different and much simplified model.

The DP EES reported that the College has 66 apprenticeship vacancies and is struggling to find learners for 16-18. Places are being passed to the 19-24 cohorts.

DG reported that Sheffield university has an interesting model with a large group working in advanced manufacturing.

The VP EES reported on poor performance outcomes and how the College had withdrawn from using one main provider due issues with their compliance, 5 smaller providers were used as a replacement and 4 of the 5 are underperforming. Further replacements are currently being organised with the aim of narrowing the gap in the remaining time period.



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|     | <p>Before SL departed the Chair encouraged Committee members to come to the subcommittee meetings. The Clerk agreed to circulate dates.<br/>(SL departs 16.28)</p>   |  |
| 9.  | <b>Confidential note</b>   |  |
| 10. | <p><b>Update on Right Choice period</b><br/>The DP&amp;CEO reported on the Right Choice period which forms part of the College's early retention strategy. The data shows there has been a reduction in the number of withdrawals and transfers for students aged 16-18. For Adults withdrawals remains the same with a slight increase for transfers. There is a slight increase in overall transfers showing a better breadth of provision to move students to. Overall there has been an improvement in placing the right student on the right course the first time. The Chair of Corporation asked about transfers from other colleges and the Principal noted that these are seen as late enrolments. The DP&amp;CEO noted that she was assured that there is better management of students going onto the right course, at the right level and at the right time. JS noted how impressive the data is and how improved it is from 2011-12 and the worth of adding this into the report. The Committee agreed it is a really good example of staff being responsive.</p>   | DP&CEO   |
| 11. | <p><b>Feedback from Principal's Performance Reviews – September 2013</b><br/>The Chair noted that the feedback had been agreed as verbal but that it would be helpful to have a paper on the key points coming out of the PPRs. It was agreed that a lot of the discussion had already been addressed in the SAR item. The Principal highlighted the key points raised at SLT Confidential note.</p>   | Principal  |
| 12. | <p><b>Equality, Diversity and Inclusion – Structure</b><br/>The Chair reported that the Equality and Diversity Report 2012-13, Single Equality Scheme and Action Plan and Summary of E&amp;D indicators would come to the next Committee meeting. The action from the s/c meeting is to report on the change in structure in EDI at the College to provide clarity about the changes. The VP Resources assured governors that the current EDI action plan is up to date and on the website and new objectives and the action plan will be coming through in the new year.<br/>The VP Resources explained the Advisory Champions Group membership.. He noted the importance to keep an inclusive group. An external critical friend and a named governor will be part of the group. The named governor responsibilities were laid out in the paper. The Principal clarified that EDI is being driven through College areas coordinated and led at the top by the SMT and the SLT as part of the everyday duties of management. The Advisory Group are all volunteers self-nominated to promote the inclusive side of EDI and all volunteers will be trained. It was agreed it will be interesting to see the impact as there is no duty placed on the group. The Committee noted the group would have a key role in monitoring what is going on in EDI at the College.<br/>The Committee considered whether the governor for EDI should be the staff governor and the VP Resources noted that an interest in EDI issues was the main requirement for the role. The Committee proposed it is important that students are represented and the Student President agreed to follow up.<br/>JS noted that an external critical friend from the Local Authority could be recommended if</p> | <p>VP<br/>Resources</p> <p>Chair of<br/>Corp /<br/>Search<br/>SP</p> |

|     |   |                            |
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|     | <p>required.</p> <p>The Principal agreed to write into the Principal's report to ensure the Corporation are kept fully informed of EDI processes in the College.</p>  | <p>JS</p> <p>Principal</p> |
| 13. | <p><b>Update on staffing in Quality</b></p> <p>Confidential note</p>  |                            |
| 14. | <p><b>AOB</b></p> <p>The Chair provided the Committee with feedback from the Mock Inspection. Overall a grade 2 was awarded. Leadership and Management was graded 2 with elements of a grade 1 and if there had been a separate grade for governance it would have been graded 1. He noted that the HMI Inspector and the other Inspectors do understand the journey the College is on and the comments from the HMI Inspector were very positive.</p> <p>The Chair invited all Committee members to attend the CQS s/c meetings and the Clerk agreed to circulate dates. He encouraged governors to attend more events like the SAR validation, governance SAR, PPRs to understand what is going on in the College. He appreciated attendance was difficult with busy diaries.</p> | <p>All</p>                 |
| 15. | <p>CQS s/c – 30 January 2014,<br/>CQS – 27 February 2014, CQS s/c – 3 April 2014,<br/>CQS s/c 5 June 2014, CQS – 25 June 2014</p>   |                            |

Meeting closed: 17.30

Attendance for 2012-13: 86%  
Length of meeting: 3hrs 30mins