

CURRICULUM, QUALITY AND STANDARDS COMMITTEE MEETING

Draft minutes

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| Date | 30 March 2017 | Time | 14.00 |
| Venue | Station Plaza Boardroom | | |
| Chair | Tony Campbell OBE KSG | | |
| Membership: | Tony Campbell OBE KSG (Chair); Simon Hubbard (Vice Chair); Principal (Clive Cooke); Pat Farmer; Dr Diana Garnham; Vic Kempner; Caroline McKiddie; Steve Baldry (co-opted) | | |
| Apologies: | Tony Campbell OBE KSG; Dr Diana Garnham | | |
| Officers: | Vice Principal C&Q (Jim Sharpe); Vice Principal Enterprise, Employment and Skills (Dan Shelley) | | |
| In Attendance: | Director of Student Support Services (Vicky Chainey) and Student Support Manager (Katie Jackson) for item 6 | | |

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| 1. | Apologies Apologies were received from Tony Campbell and Dr Diana Garnham | |
| 2. | Declarations of interest PF declared an interest as a member of the Hastings and Rother Task Force. SH declared an interest as an employee of Hastings Borough Council. CMc declared an interest as an employee of East Sussex County Council | |
| 3 | Minutes of the previous meetings RESOLVED: The Committee considered and agreed the minutes of the CQS Committee held on 24 November 2016 as a true and accurate record. Proposed: PF; Seconded: CMc; CARRIED | |
| 4. | Matters arising The action list was noted. Items discussed included: <ul style="list-style-type: none"> MIDAS comparative data is out this month and will be put into reporting for CQS's next meeting Pro monitor logins for governors have not been successful to date. The Principal agreed to follow up (VK arrives 14.17) CMC provided data from Education, Employment and Training at ESCC. There have been 119 early leavers this year to date. 75% are now in a positive destination with a few are still not in education, employment or training (neet). The Youth Employability Service (YES) is now working with year 12 neets with positive outcomes. YES are open to referrals for young people at risk of dropping out. She suggested the College considers the service, which is a free resource. YES has contacted schools and over 500 year 11 young people with no successful transition pathway have been | Principal |

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| | <p>referred. The VP EES reported that the progression process at the College starts after Easter.</p> <ul style="list-style-type: none"> The Committee asked what YES does and CMc explained that it provides different levels of support including intensive support, employability skills and confidence building for young people. It is the remaining part of Connexions and works alongside the Youth Offending Team and Care Team to support vulnerable young people The Committee discussed the huge rise in anxiety and mental health issues with young people and agreed it would be useful to share information and resources across the areas. The VP EES reported that the College has introduced specialist provision for 14-19 year olds over the last eighteen months with small groups and specialist areas. Most of the focus is around social development. In the mainstream areas of the College support is provided, particularly in English and maths. The Committee asked how this is measured and the VP C&Q noted that it is in a variety of ways including attendance, retention, tutorials and how students work with their peers. | |
| 5. | <p>University Centre update The VP EES reported:</p> <ul style="list-style-type: none"> The College has been successful with a catalyst fund of £100k awarded from Hefce to contribute to the development of the 5th floor. This fund is specifically for equipment Next week the flooring will go down on the 5th floor A weekly HE project group is taking place Tenders for construction are being looked at straight after Easter. The Committee asked whether Construction students will be involved in the works. The VP EES reported that they would not due to the tight timescales and that the College is exploring work at Ore for students. Smaller contained building projects are planned over the summer to students to participate in. It was noted how important it is for students to gain live experience of working to deadlines and market conditions. The Principal reported that if the students scheme of work doesn't allow them at a certain period to leave the classroom it cannot be classed as work experience The converted 5th floor will provide room for up to 500 students SLT are exploring how to better zone Ore Valley to allow one floor wing for a designated HE Centre for Engineering and IT 7 provisions are due to go to the UoB validation at the end of April. All of the documentation has been submitted and has been well received The QAA inspection is on the 17 and 18 May. VK asked that governors are briefed in the run up to the inspection and he offered to meet the inspectors. The VP EES reported that a position paper has been produced and will be reviewed over Easter. The VP EES to circulate to the Corporation at the start of next term The Heads of Terms have been signed off. UoB's lawyer is sending through the contract for comments from the College in the next two weeks The Committee asked whether there is a marketing plan ready. The VP EES reported that marketing is already underway on social media. The Marketing team are currently working on the project with two press releases planned over the next month. It was agreed that the Colleges applications for September and October are important and marketing will drive this process There is a UCAS fair in the Brighton Centre on Friday with a University Centre display | VP EES |

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| | <ul style="list-style-type: none"> The College has been into Bexhill College for the first time and has recently visited William Parker and Rye with the Year 13s There was a discussion about the University buildings. It was agreed that it is important that the College starts the UC on the 5th floor and that there is an advantage to separating the UC from the University buildings. Locally there is the issue of the public money that went into the buildings and the view that it should be reinvested to provide and support HE in the area. Further discussions around this will go to the next Hastings and Rother Task Force meeting. | |
| 6. | <p>Safeguarding and Prevent update</p> <p>Safeguarding (including child protection) & Preventing Extremism and Radicalisation Policy</p> <p>The Director of Student Support Services and the Student Support Manager provided an update on the revised policy. Key points included:</p> <ul style="list-style-type: none"> Due to the changes in legislation and the Common Inspection Framework a much more detailed and robust document has been produced The main focus is that safeguarding is everybody's responsibility and this will be included on page 1 of the policy The policy ensures that staff understand the complexity of abuse The policy reiterates the importance of working together with other agencies and sharing appropriate information More detail around promoting British values 24 hour safeguarding support to be available when students are off site A more detailed section on bullying and specific acknowledgement of peer to peer and online bullying <p>The Committee agreed that it was a very comprehensive policy. The only amendment suggested was to explain that the flowchart is an appendix from the Local Authority if an allegation is made against staff and not a key part of the College's safeguarding processes.</p> <p>RESOLVED: The Committee recommended to approve the Safeguarding (including child protection) & Preventing Extremism and Radicalisation Policy Proposed: SH; Seconded: PF; CARRIED</p> <p>The Committee considered the position paper on Safeguarding, including Prevent. The Director of Student Support Services reported that the Home Office had visited the College today and following a productive and positive meeting would like to use the College as a model for good practice on Prevent training for autistic young people. The College will be the only FE college to hold the award. They observed a session, were positive about the facilities on offer and how the young people are engaged in the process. The Committee congratulated the Director and her team on their hard work and positive outcomes.</p> | <p>VC</p> <p>VC</p> |
| 7. | <p>Equality and Diversity</p> <p>The Committee noted that the Equality and Diversity Annual Report and action plan and policy will come to the 22 June meeting. VK reported that it is important the Committee receives details as it is a vulnerable area for the College. It was noted that the last annual report was provided in February 2016 meaning there was a delay in the production of the new report. The Committee asked how this impacted on the College's compliance with E&D. The Principal reported that the College has embedded E&D across the College and curriculum and was confident this was</p> | |

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| | <p>being managed effectively. Details will be available in the QIP.</p> <p>The VP EES reported that a statement on Modern Slavery has been produced demonstrating how it links into procurement and other practices such as recruitment. It will be posted on the College website and is also included in the safeguarding policy.</p> | |
| 8. | <p>Curriculum Plan 2017-18</p> <p>The VP C&Q reported that he is working through the timeline to sign off curriculum plans. Key points included:</p> <ul style="list-style-type: none"> • 16-18 is the key focus for streamline delivery particularly at Level 3 and at lower levels to look at progression routes. Increased Value Added is a priority • Trials of technical levels are starting next year in Hair and Beauty and Catering • Mixed provision is being increased with combined Level 2 courses being more diverse to progress to a Level 3 course. The aim is to make it more engaging for the students • Level 1 provision is being removed and more Foundation year programmes introduced • The aim is to increase the Adult Education Budget (AEB) and each curriculum area has been asked to provide courses to meet local need • There is a continued focus to reduce the number of adults joining 16-18 study programmes. The VP C&Q reported that it doesn't work well for outcomes and there are potential safeguarding issues. This will provide an impact on resourcing and there will be some efficiencies for staff • The development of the 5th floor has freed up space in Station Plaza and the SLT is looking at how to best use this to meet the needs of the curriculum • Zoning is taking place with every curriculum area owning a part of the College with the Curriculum Area Manager taking responsibility for the space • On the 4th floor a lot of space has been freed up from HE art provision and other curriculum areas are moving in <p>The Committee asked if the curriculum plan is being shared with Sussex Downs College. The Principal reported that there is a work stream on-going with FE Associates that will enable both curriculum plans to be put together. The VP C&Q reported that most Levels 1-3 programmes won't change because of the distance to travel. Level 3 and above work to meet the needs of East Sussex is being worked through with SDC alongside the sharing of HE provision and how to grow HE in a strategic way.</p> <p>There was a discussion about the pathways for adult learners and the information, advice and guidance offered by the College</p> | Principal /VP C&Q |
| 9. | <p>Performance Update</p> <p>a. QIP update</p> <p>The VP C&Q reported that the QIP is becoming a substantial document as new actions and monthly updates are added through the year. The VP C&Q provided a detailed update of the different sections in the QIP. Key points included:</p> <p>Raising learners' aspiration, independent learning skills and progress</p> <ul style="list-style-type: none"> • There is a strong thrust on Promonitor and Turing with high levels of compliance and engagement. There is a longer journey of work for the | |

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| | <p>qualitative aspect of ProMonitor and work is going on with staff. Student feedback on Turing is very positive</p> <ul style="list-style-type: none"> • A revised lesson observation process is in place this year • Intensive cross college CPD initially focused on areas of weaknesses identified through self assessments has taken place. External assessors are coming into the College • Monthly Monitoring Meetings (MMMs) are taking place focused on high risk areas • Term 1 onwards provided a focus on Value Added (VA) training for staff • In Term 2 the Provider Health Check took place. The outcome is there were no surprises; there were some positives around Learning, Assessment and Teaching (LAT) especially in the 6th form. A series of 2 week action plans to get inspection ready were introduced making sure all the teachers had paperwork in classrooms to show preparations for lessons, SMART target settings were in place, quality audits took place to show compliance. The action plans focused on weaknesses in the curriculum • New process for teachers to map the VA score was introduced and is now being used across the curriculum • Training for teachers to up skill on stretch and challenge for students is taking place • Two external trainers focused on improving LAT with the E&M team • A new programme “How to” has been introduced where teachers can take responsibility for their professional development. 50 teachers are working through the programme and it will be continued next year • The risks are that there are still 23 teachers who are possible inspection risks. 12 of these are new to the college and not up to date with paperwork. Around 10 teachers are at risk and are being intensively worked on • There is a risk on VA as it is a long journey to improve skills. Students are carrying low skills from year 1. The College target is to be ALPs neutral. The Committee questioned what sort of students don't provide a good VA and the VP C&Q reported that it can be students who have been given a high VA target that is unrealistic for their course. He noted that with Progress 8 the VA will be more nuanced • The Committee asked if the concentrated plans are a good way to operate. The VP C&Q noted that they are and it was necessary for quick impact work on preparing the teachers for lessons. He noted that there has been a churn of staff which is inevitable and it has kept things fresh • The Committee asked if the new e learning manager could bring along some examples to a future CQS Committee <p>E&M</p> <ul style="list-style-type: none"> • Only 3 (out of 12) full time teachers remain since last year. Experienced GCSE teachers have been recruited. The College has paid market supplements and provided golden handshakes to recruit. Word of mouth from the new teachers in post has led to more appointments • Recently an external trainer commented on how good the E&M team were at the College. The Committee asked if there is there a challenge in retaining the team. The VP C&Q noted that the management structure has changed significantly which is being embraced by the staff who are driven by the vision to make a difference to students • There is a focus on attendance which is working, the College is reaching | <p>Dir of Gov</p> |

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| | <p>80% attendance, putting it in the top percentile of FE colleges</p> <ul style="list-style-type: none"> • Use of the VLE is being used for some students with barriers to participation and this is having a positive impact on the classes. It is offered for 16-18 provision and looks at the student's ability to attend college. CMC questioned whether it could be used for young people looking to get training for employability. It was agreed that e learning opportunities for young people unable to access the College could be invaluable. The VP EES noted that there is tracked attendance from the VLE to evidence engagement which provides auditable proof of learning • English and maths has moved a significant way. Risks still remain Functional Skills will be above national rate, the GCSE rests on final exams under a new specification. The Committee asked what the main changes are and the VP C&Q reported that there are no controlled assessments and it is much more about the students ability to evaluate and assess rather than recall and understand <p>Sixth form</p> <ul style="list-style-type: none"> • There has been an intensive focus on improving LAT • Fortnightly meetings with all sixth form teachers managing learners progress line by line are taking place • A restructure has taken place in the area • Mocks are externally monitored • External experts are coming in and doing intensive work with students • Pixal is being used to support learning. It provides a bespoke action plan and can be accessed in the LRC • Risks include inexperienced teachers in the area particularly in maths and Social Sciences and Chemistry. Extra tuition is taking place on Saturdays for Chemistry students and the College has recruited a new teacher for September and a replacement teacher to start on Monday. <p>Work experience</p> <ul style="list-style-type: none"> • Urgent interventions took place in January. Management was replaced by members of the Work Based Learning Team • All tracking is now done through ProMonitor. Revised and reassessed risk assessment process is in place. Really good progress has been made with 65% of 16-18 year olds completing work experience programmes. For vocational students the College is confident it will be in the 90% mark after Easter. The process in place is good and engagement is high • The VP EES noted that Hayley Robertson has worked hard with her team to get the results in a very short period of time • The Committee asked if it impacts on attendance, retention and VA and the VP EES reported that it does if it is completed early. For most colleges it is a box ticking exercise and the College wants to move to making it more impactful in 2017-18 <p>PF noted that it was the best QIP he had seen and that the updates and direction of travel make it feel like a live document</p> <p>b. KPI update</p> <ul style="list-style-type: none"> • The FE Choices survey closes tomorrow. There has been good engagement from community partners and curriculum areas in getting learners to complete the survey. • Attendance data is in a good place across the board. The College produces | |

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| | <p>weekly attendance reports that the VP C&Q acts on</p> <ul style="list-style-type: none"> • The Employer FE Choices runs from now until May <p>All other areas are covered elsewhere on the agenda.</p> <p>c. In year retention update</p> <p>The VP C&Q provided a detailed retention breakdown. Key points included:</p> <ul style="list-style-type: none"> • Overall retention is 0.4% up from last year. • The Acquire data looks low but a lot of work has happened and the College has significantly improved outcomes for learners this year • Pathways is down and robust interventions are in place • There are no other areas of concern. Some individual courses have low attendance which the College is aware of and are being managed <p>d. Summary Destinations report 15-16 completers</p> <p>A huge amount of data has been produced from curriculum areas and there is a very robust process in place for capturing the data and knowing where students go. Key points included:</p> <ul style="list-style-type: none"> • 88% of destinations are known • Progression from Level 1 to Level 2 is good but the College would like it higher • There is a need to focus on a more robust process of where students are going and that there is suitable progression in place • The Committee questioned whether students are asked and provided with advice in year. The VP C&Q reported that part of the Information, Advice and Guidance session is around where do you see yourself in 3 years' time. The VP C&Q talked about the 5 attainment measures from the DfE and noted that it is likely that these will become part of the Common Inspection Framework. • The Committee discussed the HE space on the 5th floor and how students will be able to see the area which may lead to a more natural progression into HE • The Committee talked about the lack of IAG in schools and the importance of making parents aware of what is available and the changed landscape for progression <p>e. Midyear partner update – focus on quality</p> <p>The Committee noted the report, reviewed the partner achievement rate predictions of 84.9% in 2016-17 (an increase of 5% from 2015-16), the Quality Assurance processes in place with partners and the update on e-learning predicted achievement rates.</p> <p>The VP EES reported on the level of observations and quality checking the team have been undertaking. The majority of partners have seen improvements with only one partner that is slightly lower than anticipated which has a small number of learners.</p> <p>E learning ILM</p> <p>There are hugely improved processes in place and results are looking very positive. The predicted timely achievement rate is 52% timely which is good. Overall achievement for 2016-17 is predicted to be 69% (improved from 2015-16 outturns of 37% timely and 39% overall)</p> <p>The Committee asked whether the pilot programme is on track. The VP EES reported that it started this week and in 12 hours there have been 3 applications.</p> | |

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| | The VP EES is meeting with another organisation who develop e learning materials who are keen to work with the College. | |
| 10. | <p>Feedback from Principal's Performance Reviews</p> <p>The VP C&Q reported that a full round of PPRs had taken place at the end of February. PPRs are now only attended by Directors. The focus this round on was reviewing self-assessment, staff utilisation, retention, attendance and review of risk and ratings. A new tracking sheet which identified actions, who and when is in place and the VP C&Q agreed to circulate to the Committee.</p> | VP C&Q |
| 11. | <p>The Quality of Learning Assessment and Teaching (LAT) update</p> <p>The VP C&Q reported as follows:</p> <ul style="list-style-type: none"> • Curriculum Area Manager area observations take place through the year. All areas will be finished by the end of the week. Following observations an action plan is developed. These are fed directly into the appraisal system • Learning walks and corridor walks are on-going • 9% of teachers are red and at risk, 59% of teachers were amber, meaning there are areas that they need to work on to improve the quality of their LAT, 32% are green • The focus is on the preparation for inspection and developing the skills of teachers • The Provider Health Check noted that the intensive work taking place was good and the College is seeing the impact of the journey since September. The biggest challenge is in Construction with a majority of very experienced staff who are ready to retire. Recruitment campaigns will start after Easter • A level is an on-going challenge to recruit staff into. The Committee asked if there were European opportunities for recruitment • PF asked that on the front summary sheet for reports the impact on students given a greater focus | VP C&Q Dir of Gov |
| 12. | <p>Work Experience, Employability and Social Action progress report</p> <p>The VP EES reported that the College has been focused on how to improve for 2017-18. After Easter timetabling for next year is being looked at. It is now a requirement for all curriculum areas to identify which weeks/days each course will run work experience. This will help identify and market to existing and new employers and students will be informed and able to contribute to finding work placements. Some good practice has taken place at the College. For example Construction students have a community work experience centre running. The community centre comes into College as an employer, fundraises to get the funding to carry out the work and the students are contracted to carry out the work. The Construction department worked extremely hard to get the project working. In the Art and Design department a postcard competition recently took place that worked well.</p> <p>The Committee agreed that it is important to try and get employers out of the mind set of what was traditionally seen as a one week placement for work experience.</p> | |
| 13. | <p>Apprenticeship Report</p> <p>The VP EES reported as follows:</p> <ul style="list-style-type: none"> • Predicted timely achievement stands at 70%. This is the best indicator of quality for apprenticeships • The College is confident to be bordering Outstanding in inspection. • College provision has increased significantly as well as partners. The | |

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| | <p>Achievement rate for 16-17 is 78%</p> <ul style="list-style-type: none"> • The SFA have changed the rationale and process for calculating overall achievement rates. • The Committee asked for clarification in the difference in the performance between partners and the College. The VP EES explained that partners tend to deliver apprenticeships that last up to twelve months in specialised areas such as customer services and business administration whereas College delivery courses last up to 4 years in more generic areas • There are very specific areas dragging achievement down, for example 19-24 apprenticeships are down 38%. The Committee asked why this is the case. The VP EES noted that it can be to do with the sector where in Health and Social care students' move between jobs, some lose interest and some lose their jobs. PF asked that more details are provided to CQS and it was agreed to include relevant parts of the Apprenticeships QIP in the main QIP for the Committee. | VP EES/ VP C&Q |
| 14. | <p>Risk Management Update – Risks allocated to the CQS Committee</p> <p>The VP EES reported that the CQS Committee has oversight of ten risks. 8 are high risk and annex 1 provides an update on actions and commentary. The Char noted that the mitigations are low and the VP C&Q noted that for many of the risks it is difficult to mitigate with actions, for example for A levels, GCSEs and English and maths it is about the performance of the students on exam day.</p> | |
| 15. | <p>Student President for 2017-18</p> <p>The Principal reported that good progress has been made on the Students Union. At the December Corporation meeting a number of recommendations were made and have all been approved. A fully worked up strategy that the Student President and Student Executive are pleased with will go to the Corporation on the 26 April following input from College specialists. There are six aims in the strategy:</p> <ul style="list-style-type: none"> • Cultural events for students • Advocacy on behalf of students • A national kite mark for the SU • Next steps for the SU • An SU conference in April/May • Elect a salaried sabbatical Student President | |
| 16. | <p>AOB</p> <p>The Principal reported that Pestalozzi has decided to end the contract with the College. Current students will continue into a second year with the College and first year students will start at Claremont who can provide an IB programme.</p> | |

Meeting closed at: 16.25

Length of meeting: 2hrs 25mins
Governor attendance for 2016-17: 86%

Impact of governance - Challenge and support at the meeting:

The Committee discussed the huge rise in anxiety and mental health issues with young people and agreed it would be useful to share information and resources between ESCC and the College (VP EES and CMC in the first instance). To be monitored.

Curriculum Planning – to ensure that curriculum planning is shared with SDC. To be monitored at the combined CQS and F&HR meeting with FEA on the 22 June.

Request for the new E Learning manager to bring along examples to the committee of the work being carried out

More evidence on summary sheets on the impact actions are having on students was requested by the Committee

Apprenticeship information to be included in the main QIP to allow the Committee to monitor effectively.

Equality and Diversity – at the last meeting there was a request from the Audit Committee to include E&D as part of the internal audit and this was welcomed by the Committee. The Committee to monitor results when available. The E&D annual report and action plan was postponed and the Committee noted the importance of the reporting and questioned both the impact of not receiving the report and the progress of embedding E&D. It was agreed that although the College is not compliant E&D is embedded in the ethos of the College and the curriculum and the Principal and VP C&Q confirmed that this can be evidenced.

Prevent – the Committee asked further board development on Prevent for governors and understanding what is happening in the College to further the agenda takes place. Online Prevent training for governors is in progress and a session is planned for the 6 July Corporation with the Director of Student Services on what is happening at the College and some case study examples planned and a refresh of governor responsibilities from the link governor for Safeguarding and Prevent.

HE – request from the Committee for a greater oversight and involvement in HE at the College. It was agreed going forward that CQS would receive regular updates and receive details from the HE/University Board. VK is involved in the upcoming QAA visit and the Director of Governance has met the HE Manager to schedule HE visits, updates and papers for 2017-18 for the Committee and the Corporation

Pro Monitor access to allow governors to see first hand the information input and available is pending due to technical difficulties

CQS informal meetings – oversight and monitoring of risk areas continues with good attendance by governors. Notes are included in the CQS papers.

Lesson observations – observation drop in sessions for governors have increased but have not given governors the same kind of engagement as the previous year. Progress will continue

PPRs – a discussion around the importance of staff's views around PPRs. The Chair asked if the way PPRs are perceived by staff is changing and whether the SLT are encouraging staff to see them as a positive part of the managers' work. The VP C&Q agreed that the culture has to change and staff need to see the PPRs as an opportunity for the SLT to intervene and support. Update to the next meeting.

Safeguarding – thorough review of policies and an update from the Director of Student Services around Prevent and autism and the recent Home Office visit demonstrating progress on the Prevent agenda. The Link Governor conduct a review of the single central record and will report to the next meeting.

English and maths update – In November the Committee requested the full plan to consider. Updates will come to each committee in 2016-17. See QIP for full details.

The Committee questioned how the work experience, employability and social action strategy could be monitored by the Corporation. A full update is coming to the next Committee.

Item 9 – KPI dashboard. The dashboard is due for review in 2017-18 to make it more effective. At the Committee's request the front sheet has been updated with more useful targets

On-going actions from previous meetings:

In year investments – at the last meeting the CQS committee and the F&HR Committee asked to receive details of in year investments to support the curriculum and drive improvements. This has been actioned.

Emergent curriculum plan – at the last meeting there was a focus on L3 provision and work with employers. An area of focus for governors to monitor.

The Chair of Corporation asked the DP to follow up on **external moderation sessions**. External sessions are now taking place.

Equality and Diversity update –The Committee to monitor closely to ensure the SLT are promoting effectively. See earlier action on E&D

Monitoring of the ICT strategy to continue.