

## CURRICULUM, QUALITY AND STANDARDS COMMITTEE MEETING

Draft Minutes

|              |                         |             |              |
|--------------|-------------------------|-------------|--------------|
| <b>Date</b>  | <b>27 November 2014</b> | <b>Time</b> | <b>14.00</b> |
| <b>Venue</b> | Ore Valley, Room G31.   |             |              |
| <b>Chair</b> | Mr Pat Farmer           |             |              |

### Membership:

Pat Farmer (Chair); Tony Campbell OBE KSG; Principal (Clive Cooke); Diana Garnham; Simon Hubbard; Vic Kempner; Jessica Stubbings (co-opted)

**Apologies:** Diana Garnham; Jessica Stubbings; Jim Sharpe; Student President (Carlie Stace); Head of Student Services (Vicky Chainey) for item 5.

### Officers:

Deputy Principal (James Mettyear); Vice Principal Enterprise, Employment and Skills (Dan Shelley)

**In Attendance:** Student President (Carlie Stace); Head of Faculty (James Sharpe)

At 13.00-13.45 governors visited Work Based Learning organised by Victoria Bryant (WBL Senior Administrator) and Hayley Robertson (WBL Co-ordinator). The Chair reported that it had been an excellent and informative visit for governors and congratulated the VP EES on his team.

| No | Item  | Action             |
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| 1. | <b>Apologies</b><br>Apologies were received from Diana Garnham, Jessica Stubbings, Carlie Stace and Jim Sharpe.   |                    |
| 2. | <b>Declarations of interest</b><br>The Chair of CQS declared an interest as a member of Hastings and Rother Task Force.<br>SH declared an interest as an employee of Hastings Borough Council.  |                    |
| 3  | <b>Minutes of the previous meetings</b><br>The Committee considered the CQS Committee minutes held on 11 September 2014 and they were agreed as an accurate record.<br><b>RESOLVED: The CQS Committee minutes held on the 5 June was agreed as a true and accurate record. Proposed: TC; Seconded: VK; CARRIED</b>  |                    |
| 4. | <b>Matters arising</b><br>The DP reported that he would aim for the March 2015 deadline for destination data but noted that it may not be a complete picture. Last year the process was completed by an external agency and this year areas will need time to contact learners.<br>The Chair of Corporation asked for data on progression from schools post 16 from East Sussex County Council. The Clerk agreed to follow up with JS. The VP EES agreed to provide destinations data from schools. He noted that the College will now be going into schools and in the first part of 2015 Marketing will be producing marketing plans for each school and ensuring that open evening do not clash with | Clerk<br>VP<br>EES |

| No | Item   | Action  |
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|    | <p>school Year 11 open evenings.</p> <p>The Chair of Corporation noted the feedback he had received from visiting Student Services including Bexhill College's system of interviewing students on results day and ways in which the College could retain students at the time of rejection by having progression plans in place on the spot. The VP EES reported that the last open evening at Station Plaza had received 1100 visitors and had been a great success. He agreed to circulate the marketing report from the evening when finalised after the Ore open evening.</p> <p>The Chair noted the WBL team had reported on the increased interest from parents around apprenticeships and how positive this was for apprenticeships. He noted that SH had recommended the team speak at the Chamber of Commerce breakfast meetings about apprenticeships. The Chair of Corporation suggested the College speaks directly with head teachers of schools in the area to highlight the employability that apprenticeships provide for students in addition to the opportunity to gain qualifications and their viable alternative to university based HE.</p>  | <p>VP<br/>EES</p> <p>VP<br/>EES</p>   |
| 5. | <p><b>Safeguarding Annual Report</b></p> <p>VK took the report as read. He noted that there is a delay in producing a revised version of the Safeguarding Policy due to the changes with the Ofsted framework and the increased focus on safeguarding. The policy will be reviewed in January 2015 and come forward to the Committee at its next meeting.</p> <p>At the Audit Committee a review of the Internal Audit Strategy Plan 2014-15 was presented and it was agreed that an audit of safeguarding processes in light of the Ofsted focus, reduction in resources and more complicated expectations would be beneficial. The DP agreed this would be a welcome area for audit.</p> <p>The Committee questioned the low number of referrals to social services (2) against 49 recorded issues and the DP noted that he was confident that they were the referrals that needed to be made and that the Safeguarding Team are very clear on the boundaries of their expertise. The Committee suggested a further column be included to clarify where issues had been taken to would be beneficial. They asked that further detail is provided on the 78 safeguarding issues are classified as other. VK reported that the Team are using pro monitor and pro solution to extract the data so it will become more comprehensive going forward.</p> <p>The Chair of Corporation asked for a short report to go forward to governors on the numbers of students receiving help and grants. Awareness for governors that the College is responding to the needs of the community it serves is important. The DP reported that this would form an annex to the SAR and would be included as an EDI issue.</p> <p>The Committee asked if sexual exploitation and radicalisation should be included as safeguarding issues and it was agreed these were key issues.</p> <p>The VP EES agreed to check if religion was included on all enrolment forms.</p> <p>The Principal reported that the College is waiting for the AoC guidance on the Prevent Strategy. He reported that as part of his Ofsted role he was being trained on the Prevent Strategy on the 16 December.</p> <p>The Committee thanked VK and the Head of Student Services for the report.</p> | <p>Clerk</p> <p>JM</p> <p>DP/VC</p> <p>DP/VC</p> <p>DP</p> <p>DP<br/>VP<br/>EES</p> |
| 6. | <p><b>Self-Assessment Report 2013-14</b></p> <p>The Chair asked the DP to provide a summary of his reasoning on the SAR. Key points included:</p> <ul style="list-style-type: none"> <li>The determination was to apply the very highest sector benchmarks. There is an opportunity post inspection to reset the bar and to anticipate being inspected or visited in 2 years' time. The College knows the direction of travel for Ofsted which is a rigorous and self-critical focus for Outcomes for Learners</li> </ul>  |   |

| No | Item  | Action                              |
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|    | <ul style="list-style-type: none"> <li>• One governor questioned the disparity between types of students. The DP reported that there remains a gap between male and female success rates in some areas but this has been attributed to the performance in certain areas which have a higher percentage of male or female students. He pointed to the challenge of increasing participation of females in traditionally male courses and how the College is looking at ways of encouraging engagement.</li> <li>• The Committee questioned the low Value Added and how the College would move towards outstanding when it is such an important judgement. The DP reported that the Value Added data relates to those learners who finished in 2012-13. However on the basis of high grades performance for 2013-14 the College does not anticipate it to increase. He noted that the shifting to the high grades agenda is a longer term challenge involving getting deep into the heart of teaching and learning in all its aspects and estimated it is a 2-3 year journey. Moving forward on the VLE, independent learning and working outside the classroom are all important factors leading to giving young people the best chance of securing progression</li> <li>• The need to improve work experience and employability for students. The Chair asked for a report on work experience to come to the Committee and the DP agreed to send the timescale for the report to the Clerk</li> <li>• The overall success rate is flat and although this is a statistical issue due to the number of Functional Skills it is the headline figure.</li> <li>• The Chair asked when the Quality Improvement Plan (QIP) will be available and the DP reported that it will be completed by the 5 December, presented to curriculum managers and will be circulated as soon as the final version is available. The Chair asked that there is enough detail in the QIP to be able to measure targets and progress, the DP confirmed this would be included. .</li> <li>• The Committee asked that the DP present to the Corporation meeting on the rationale and priorities for action to ensure they are clear about the reasoning behind the SAR.</li> <li>• The Chair of Corporation commented on the good quality of the SAR and the Chair questioned if the document contained enough detail for Ofsted. The DP confirmed that it did and that annexes of data tables would be attached for Ofsted purposes.</li> </ul> <p><b>RESOLVED: The CQS Committee considered and recommended to approve the Self-Assessment Report 2013-14. Proposed: PF; Seconded: TC; CARRIED</b></p> | <p>DP/Clerk</p> <p>DP</p> <p>DP</p> |
| 7. | <p><b>Three year Curriculum Strategy 2015/16, 2016/17 and 2017/18</b></p> <p>The DP reported that the strategy is based on the preparatory work on LMI from the VP EES and collaboration between the DP and the VP EES. He noted it is still a formative rather than summative document and to some extent always will be. The strategy identifies all key areas and aims to be flexible to move planning if a new employer comes into the area. Robust competitor analysis is missing from the strategy but the SLT are aware and have knowledge of their competitors. The focus of the strategy is:</p> <ul style="list-style-type: none"> <li>• sustaining 16-18 numbers</li> <li>• providing all delivery in house and recognising that partner work is a short term strategy</li> <li>• ensuring delivery is as efficient as possible</li> <li>• growing adult provision, particularly at Level 3 and 4 and above</li> </ul> <p>He concluded that the strategy is a top level and simple report.<br/>The Committee considered the strategy and the following discussion points were raised:</p>  |                                     |

| No | Item  | Action    |
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|    | <ul style="list-style-type: none"> <li>• Further thinking is needed around the man power plan for delivery and for recruiting high quality staff and the combination of growing own staff and looking elsewhere.</li> <li>• Threats. The Chair of Corporation asked for the College to look at Hastings and Rother in the context of school data, housing and immigration data. The VP EES noted that currently the information is based on the census data from ESCC. SH reported that he was happy to send through a local plan he was working on which includes housing figures connected to expected changes in population.</li> <li>• HE numbers not being capped are included as a threat. The DP agreed that this could be either a threat or an opportunity. For BA courses he suggested it is a threat. The UoB has capacity for 2500 students and is operating at 700. Lower entry criteria to go after the market is a threat for the College.</li> <li>• Level 4-6 is the opportunity area leading onto UoB courses at the Hastings campus</li> <li>• Apprenticeships reform is aimed at level 3 and above, with day release on technical and practical education.</li> <li>• The Chair of Corporation asked about percentages of young people who are not work ready and NEET. The VP EES reported that it was 12% in Hastings and 9% in Rother and just under 9% in East Sussex. The Chair questioned whether we have the right services internally and externally for these young people. The VP EES reported on the Princes Trust, Pathways and Traineeships at the College. The Chair of Corporation suggested local people should be aware of the opportunities. The VP EES noted that 70 young people are enrolled on courses and another 30 join in January (compared to 20 last year)</li> <li>• The Chair asked about the other areas identified at the last Corporation Strategy Day and the Principal reported that they are all being considered at the Away Day on the 9 January.</li> <li>• The Principal noted that Ofsted is currently consulting on a new grade demonstrating colleges are meeting known needs of its community. He noted that this could explicitly show changes in curriculum linked to LEP priorities and money is needed from the LEP to drive this</li> <li>• Areas of growth and decline. The Chair noted the Motor Vehicle is an area of decline. The DP reported that the centre is an area of social and learner engagement learning and needs to have a broader programme of learners at the right level where they would secure employment. The VP EES reported that apprenticeships may be an opportunity for the centre. I.e. MOT test centre.</li> </ul> <p>The Committee thanked the DP and VP EES for the report.</p> | SH        |
| 8. | <p><b>Key Performance Indicators relating to CQS – agree Strategic Targets for 2014-15</b></p> <p>The Chair noted that some changes to the Strategy, including Value Added and work experience should be discussed at the Strategy Day on the 9 January. The Principal reminded the Committee that the plan expires in 2015 but agreed to a refresh of the current plan. He reported that in term 2 and 3 a new strategy will be formulated with a broadening of the out turn targets for this year.</p> <p>The Committee considered the targets and discussed the following:</p>   | Principal |

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|    | <ul style="list-style-type: none"> <li>The Chair questioned why the College was not aiming for a higher level of student satisfaction. The DP reported that it is based on the 2013-14 results which were significantly under target at 81%. He noted that this is just reporting on FE Choices and he is considering expanding reporting. The target was agreed</li> <li>Learning, assessment and teaching observation grade profile of good or better has been reduced to 80%. The Chair asked for justification for reducing the target and the DP reported that there are 168 staff who are not grade 1 or 2. Anxieties from staff and waiting until the summer to be observed, receiving a grade 3 and then having to wait until the following summer for re inspection is difficult for staff. He noted that there is a shifting policy in the sector around the grading of lesson observations per se. However he recognised that staff at the College understand targets and felt that the 80% target would be stretching. The Chair noted that targets would remain in place and the Committee noted the DP's description of a lesson observation being a big commitment taking around 3 hours per observation. It was agreed to reconsider the process for governors accompanying observers into lessons and learning walks. The DP suggested that governors accompany him in the new year. The target was agreed</li> <li>Overall success rates. The Committee asked for the rationale around an increase of 1%. The DP reported that it is both built top down and with the algorithm target setting for faculty levels. Last year the overall success rate was 89% but 85% including FS. The Committee questioned whether numbers for FS would increase this year and the DP reported that English and maths GCSE will increase and FS will be broadly the same as last year</li> <li>In terms of success rates, the DP reported that the challenge is to increase the proportion of good and better areas rather than focussing on the overall headline figure. Currently only 55% of sector area success is good or better (with 37% outstanding) which means that 45% aren't and of these 9% are inadequate. He noted that he would rather see all area success rates moving up and the 90% plus areas focussing on higher grades. The Committee felt that 1% feels too cautious and it was agreed to increase by 2% to 87%</li> <li>The Committee questioned why the English and maths target of ensuring all teaching staff have English and maths in 2013-14 outcomes was still relevant in 2014-15. The Principal reported that small numbers had not made the target and the College had new starters. The Committee agreed with the revised target looking at training staff in the ability to teach English and maths effectively and proposed amending the target to read all staff to get the qualification within 6 months of starting at the College</li> <li>The Chair noted that the ICT target had been reworded at the request of the F&amp;HR Committee</li> <li>The Committee was pleased with the stretching target of 77% for Employer Satisfaction and the VP EES noted that there had been a good positive outturn at FE Choices</li> <li>The Chair of Corporation asked that the % of student progressing to the College be included for all Hastings and Rother schools and not just the Hastings and St Leonards academies and the VP EES agreed to include in the next set of targets.</li> </ul> <p>The Committee considered the KPI dashboard and the following points were raised:</p> <ul style="list-style-type: none"> <li>Although early in the term retention at 100% is encouraging</li> <li>Some inconsistencies in the report were identified and the DP agreed to follow</li> </ul> | <p>DP</p> <p>DP</p> <p>Principal</p> <p>VP EES</p> |

| No | Item  | Action |
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|    | <p>up and rectify. (short courses, long level 1 courses, level 1 and 2 FS, no targets in courses in notice to improve)</p> <ul style="list-style-type: none"> <li>• Student attendance GCSE targets. The DP reported that the College did not offer many GCSEs and had a small cohort in 13/14. This year there are 750 students and the issue is being addressed on a daily basis. He noted that it is a very significant issue. The Committee noted that they would like to understand the attendance issues more fully. The Chair reported that last year the Committee had received detailed analysis cross referencing with a number of different criteria. The DP noted that part of the issue was the way the College records attendance and measuring attendance needs to be more accurate going forward and capture right choice, post right choice and end of course dates and revision periods.</li> </ul>   | DP     |
| 9. | <p><b>Changes to the Observation of Learning, assessment and teaching for 2014/15</b></p> <p>The Chair noted that the item has been raised briefly at the last meeting and the Committee had requested that they were consulted on any changes. He explained that the Corporation had been extensively involved with the previous policy relating to no notice inspections and that he would have liked the policy to come for consultation rather than being implemented at the end of September without any communication prior to roll out. It was noted that the Corporation had been involved in discussion around how it was essential to introduce no notice inspections and the Committee questioned why this had changed. The Corporation were persuaded that the scheme of inspection was the best form of guarantee to the learner that teaching quality could be inspected in a rigorous way. The DP reported that in the post inspection period it is a different context and trying to move the College towards outstanding required a change in the culture and tone with regard to assessing teaching and learning and developing practice. He noted that in the sector the whole value of graded observations is open to question and that many senior curriculum colleagues were in agreement. Alongside this the capacity of the observation team has been reduced. The Chair of Corporation reported that lesson observations are the core of the business. He agreed that learning walks are informing and are unannounced and these could alert a no notice inspection. The DP noted that he was happy to look at for next year and that he was in the process of creating a culture of drop in visits with members of management visiting lessons and staff feeling comfortable and expecting visits. Every member of staff will be visited 4 times a year (including grade 1 teachers). The Committee noted that other services do not announce visits and inspections. The DP explained that drop ins are unannounced.</p> <p>There was a discussion about the timings for revisiting no notice observations and the Chair concluded that although they would have expected to be consulted on the policy and may have concluded to retain no notice observations they did not want to undermine the SLT to staff and would not request a change to the policy this year. The Principal agreed that the most honest view of observing lessons would be unannounced visits and he stood by the decision to move to this policy previously. He reported that measuring and pacing staff hard to develop is not sustainable in the long term and there has been a fundamental shift to move to a leadership style that is more sustainable over a given period. He summarised the Committee's comments on agreeing in principle with the policy but wanting to retain unannounced visits on underperforming areas and assured the Committee that there will be a consistency and rigour in the new policy. The Committee noted that they would need to monitor teaching and learning closely and will be scrutinising the new process over the year</p> |        |

| No  | Item  | Action |
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|     | in particular looking at what is being done to tackle underperformance quickly. The Principal noted that there will be a focus on the Committee's points while not being seen to overturn the process sent out to staff.  |        |
| 10. | <p><b>Right Choice Period Withdrawal 2014-15</b></p> <p>The report was taken as read. Questions from the Committee included:</p> <ul style="list-style-type: none"> <li>• How does the process work? The DP reported that the only staff who can authorise a withdrawal are the HoFs and the DP receives the summative report weekly. This ensures learners stay with the College where possible. The processes in place have had some impact on learners leaving during the Right Choice period.</li> <li>• Keeping students due to financial restraints does create bigger challenges in terms of retention and success rates.</li> <li>• There have been 182 withdrawals this year(compared to 257 last year); the DP noted that this needs to continue to reduce. The development of "safety net" provision such as Pathways and Princes' Trust supports this aim.</li> </ul>   |        |
| 11. | <p><b>Feedback from the PPRs September 2014 to date</b></p> <p>The Principal reported:</p> <ul style="list-style-type: none"> <li>• There has been an improved awareness of data from all LSMs. There are still a few that need to be more data literate and training is taking place for relevant staff</li> <li>• There have been good examples of succinct and critical reporting in terms of performance reporting and beginnings of self-assessment</li> <li>• There is varying ability in the depth of self-analysis and the ability to self-scrutinise and self-assess. The DP has organised a session for staff to present work books to each other and present critical friend feedback</li> <li>• There have been no adverse comments regarding ICT, Facilities or HR to date</li> <li>• The Clerk confirmed governors are booked into the 8 and 9 December PPRs and there is a space on the 10 December. The Clerk to resend the schedule to the Chair.</li> </ul> | Clerk  |
| 12. | <p><b>Apprenticeship Performance in 2013-14</b></p> <p>The report was taken as read.</p> <p>In house results have improved. The Committee look at the apprenticeship success rates and questioned the Templus results. The VP EES reported that robust meetings had taken place with the partner to outline concerns and understand their offer and methods and to provide assurance. They are starting at a low base again and will be monitored closely.</p> <p>The VP EES noted that 11 College apprentices and 24 partner apprentices did not complete in 2013-14 providing a downward trend for 2013-14 and the College is being more careful with expected end date calculations when they are close to academic year end.</p>  |        |
| 13. | <p><b>AOB</b></p> <p>There was no other business raised.</p>  |        |
|     | <p><b>Meeting Dates for 2014-15</b></p> <p>27 November 2014; 5 February 2015 (to be cancelled); 5 March 2015; 30 April 2015; 5 June 2015 (Chair to ask about date change) all 14.00 start.</p> <p>Discussion on meeting dates for the year.</p> <p>It was agreed to change the 11 June 2015 meeting to the 5 June 2015 and to cancel the 5 February 2015 date.</p>  | Clerk  |
|     | <p><b>Meeting closed: 16.30</b></p>   |        |

| No | Item | Action |
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Meeting attendance 2013-14: tbc  
Length of meeting: 2hrs 30mins