



**Curriculum, Quality and Standards Committee**  
**Tuesday 5 July 2022 18:00-20:00, Boardroom and Teams**  
**Draft minutes**

<b>Committee</b>	Mike Sutcliffe (Chair); Sue Kingman (VC, Board); Ian Valvona; Cait Orton; Peter Flew; Jason Jones (Acting CEO & Principal); Yasmine Eltaki; Mohamad Armoush
<b>In Attendance</b>	Susanne Davies (Interim Assistant Principal Curriculum and Quality); Sheila Fraser-Whyte (Executive Director Business Development & Innovation); Rachel Scarborough (Head of Student Experience); Vincent Neate (safeguarding link governor); Chris Dearnley (ESFA); Sarah Connerty (interim governance advisor); Chidi Okolo (Director of Quality and Compliance); Pauline Hagen (FEC team)
<b>Apologies</b>	Rachel Scarborough

<b>Agenda item</b>	<b>Item Description</b>	<b>Action</b>
<b>1</b>	<b>Welcome and apologies</b> The Chair welcomed colleagues to the meeting, Peter Flew to his first Committee meeting and Pauline Hagen from the FEC team who is observing. Pauline noted that she is working with the College for a few months and is here in listening mode unless the Committee have any specific questions.	
<b>2</b>	<b>Declarations of interest</b> There were no declarations received.	
<b>3</b>	<b>The minutes from the meetings held on the 29 March 2022 were agreed as a true and accurate record.</b>	
<b>4</b>	<b>Actions and matters arising</b> The Chair reported on the following actions: Action 4 – safeguarding referrals – <b>on the agenda at item 5</b> Action 5 – student survey reports to be circulated to the committee – <b>on the agenda at item 6</b> Action 6 - Susanne to share the minutes of the meetings of the key meetings with Pauline Hagen, deputy FEC who is supporting the College on the QRP. Susanne will provide a coversheet on the key points for the Committee – <b>on the agenda at item 7</b> Action 7 - JJ to include HCUC’s KPIs in the RuTC document and speak to DDS about it. A discussion about KPIs to come to the next Committee. Retention to be included as a KPI with retrospective data included – <b>on the agenda at item 9</b> Action 8 - SD to share the recent BTEC and Functional Skills results with the Committee – <b>SD tabled the results and will circulate after the meeting. SD reported on the BTEC January exam results in a variety of subjects. There is an improvement across all areas and the team are hopeful it is indicative of final results. For the Foundation Business results there were 590 entries, 360 pass, merits and distinctions which is an improvement from last year. Functional Skills English and Maths are not showing such a good picture which remains poor and below national average. There are plans in place to change things for next year. The Chair asked what has been done in year. SD noted that action plans in place for all FS areas, small group tuition is taking place funded from the 16-19 tuition fund, the Yipiyap online tutorial tool has been rolled out, there is CPD for E&amp;M teachers and additional classes are offered for missed time during strike action. Engagement is poor at 48% attendance in the final week of registers. The Chair asked what engagement is like for the additional support</b>	SD

	<p>and COk noted that it is approximately the same for tutorials. The full picture of results isn't in. Analysis of the impact of the Yipiyap provision is being done and it will be rolled out as part of timetabling next year.</p> <p>The Chair asked about engagement and how will the team get the students to engage more. SD noted that there are a whole range of plans of different standards to attendance and punctuality.</p> <p>The Chair noted that this is an extreme area for support.</p> <p>JJ noted the All about Me strategy for maths and English which has attendance as a large element of the programme.</p> <p>Action 9 - An update on replacement of Marc Dodi in the curriculum and as EDI lead to come to the Committee - <b>on the agenda at item 7</b></p> <p>Carried from the last meeting Action 2 – Appendix to the Student Support and Disciplinary Policy – <b>JJ confirmed that the policy is coming to the SLT on the 17 August for approval and the changes will be made and the final version reported to the Committee.</b></p> <p>The Chair noted that a number of meetings had taken place about C&amp;Q over the last week and the focus is on thinking ahead and looking towards to September. As a Committee the Chair suggested looking at the papers, providing scrutiny and challenging when appropriate through the additional lens of preparing for September. It has been a long year with a lot of work being done. As much impact has been done for this year as possible and the first 3-4 weeks of next term are critical to get it right. The Chair asked the Committee to keep that focus.</p>	JJ
5	<p><b>Safeguarding *</b></p> <p>CO reminded the Committee that the report complies with the Section 11 audit tool which breaks down what governors should know and should seek assurance on around safeguarding. The report starts with two tables - an in year comparison and a year on year comparison. There are three reports per year, one per term. Below those tables there is a small amount of narrative.</p> <p>The percentage of students known to the team is the same as the previous academic year. There is a higher attrition of care experience young people and supplementary information with a coded table of reasons is included. There is a wider narrative around the enrolment process at the start of the academic year which was troubled by the College only just being properly open after the pandemic and staff moving into a new building. At the start of the year with a new building the College became a site of interest for those with ill intentions. Issues included a student placed by people seeking to exploit who had to be withdrawn by day 6. Several students did not start their courses, there were serious behavioural issues with five students, issues of none and poor attendance and disrupted learning. CO is part of a network in the south west with responsibility of care experience students and this is an emerging national picture which has limited data for benchmarking.</p> <p>121 students have been referred with mental health as a primary concern. 52 are still receiving active support from the team.</p> <p>There has been a drop off in significant behavioural issues during the summer term.</p> <p>There are still a number of ex-students trying to access the College site and the car park and fields near the residential flats are still an issue. It is the placement of the site around public land which is difficult and estates colleagues are finding resolutions with the local authority. Peer on peer abuse, bullying, social media abuse and lower level issues are still being seen. There have been some complaints from local residents around anti-social behaviour but this has reduced.</p> <p>Michael Clifford has provided a table of incidents since the last report which have led to any reputational impact or police involvement. The Chair asked if there is anything the Board should be aware of. CO reported that Kingston University used Twickenham stadium for graduations this year and there was an assault on RuTC students which the College have supported the students and the police with.</p>	

<p>The College are working with Pick a Trade Not a Blade two days a week doing outreach and informal education with hard to reach students, primarily men and this is effective.</p> <p>The College has been invited to join the Resilience Network Panel meeting with the local authority. These are a group of professionals working with children and young people pre social services intervention. Beth Pattison attended on behalf of the College. This work is a challenge for 16-18s when working multi borough. Thresholds have jumped massively over the last couple of years. There is a lot dialogue in Keeping Children Safe in Education (KCSIE) but in reality the only early support available is the College. The College is linked to the panel and is welcome to join in as and when for advice and support.</p> <p>There remains one ongoing Prevent referral. The learner does have an EHCP and the College are not able to meet his needs for next year. Channel intervention and the local authority are supporting him with his progression journey.</p> <p>The Mental Health in Schools Trailblazer is going really well and the team are very happy and to be part of the project. The College is used as a best practice example. This work with the College will continue over the summer and next year.</p> <p>There is one ongoing staff investigation into allegations against staff and the College contacted LADO and HR management. The team can consult the LADO at any time for reassurance.</p> <p>External referrals and partnership work is included in the report to provide the Committee with assurance.</p> <p>Policies – these will all will go to the SLT review meeting on the 17 August, including the Safeguarding policy. The new KCSIE updates need working time over the summer which is why the policy no longer comes to this meeting for recommendation for approval.</p> <p>The next Section 11 will go out in August and will go to VN as safeguarding link governor. VN asked about the magenta carpark and whether it would be a serious suggestion to fence off the space. SFW explained that this is Harlequins property and there is an agreement that staff and students can park during term time. If there are any ongoing H&amp;S issues Harlequins are contacted and they deal with it on a case by case basis. The position may change depending on the A316 changes.</p> <p>A new smoking area is being put on site which should make a difference.</p> <p>PF noted that this was a really good report and asked how many care leavers are enrolled. CO noted there are 22 on roll and 23 learners have left which is about half and it is normally a quarter.</p> <p>Students are multi borough and care experience students come from all over so the team work with a lot of virtual schools and have good relationships with main boroughs. It is where fewer students come through where there is a less interaction between the borough and the College that there is scope for students to slip through the net. It is a robust process and the virtual schools are instrumental with their support.</p> <p>IV noted that he was assured with the multi-agency approach with students who reach the child protection threshold. The risk profile goes through the roof with exclusion and IV asked if there is flex for disciplinary processes at the College. JJ noted that he does take advice and counsel from the Student services team and there is a flex and take each case on individual merit. CO commented on a live case where a risk assessment will be carried out with the agencies as the student wants to progress.</p> <p>The total number of students receiving a bursary is included.</p> <p>Managing Allocations training has been completed by VN.</p> <p>MS asked about Safer recruitment training and CO agreed to get numbers from HR. One member of every recruitment panel has to complete training and there is an audit trail in place.</p> <p>The College has invested in dedicated safeguarding software, which will revolutionise reporting.</p> <p>The Chair thanked CO and all the team and VN as safeguarding link governor.</p>	<p>CO</p>
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**Learner from student governors and Head of Student Experience**

CO reported on behalf of RS.

This year there was a full complement of student council members.

There has been an increase this year in learner voice events with successfully run student led projects.

There has been a rebrand of the Students Union to Student Council. This allows more support from staff teams and less responsibility for individuals as there is a lead for different strands.

Tutorials were rated as poor in the student surveys and feedback from forums so the College has brought in a service which covers a number of key topics and provides an online vote opportunity which goes to agencies that work in that sphere, to engage students in issues more.

Some work has been done on safe lives with surveys around healthy relationships and violence and harassment of women and girls.

Cross college student forums have been positive.

There has been support from the student executive to gather feedback to improve services in the College.

SK asked about tutorial activity. The College knows that the students are having a poor experience, and how will this improve?

MS asked about the engagement of students and staff.

SD noted that she took over the management of Student Services shortly before Easter and has striven to unify the goals of curriculum and student services teams. There is a mixed response from the curriculum teams around tutorials. A lot of work has been done on requirements, putting experimental things in place, and an intensive tutorial day with tutees took place. It worked really well and feedback from staff and students was positive. This will be rolled out next year. Training is in place to help teachers understand the importance of the tutorial provision, pastoral care and using systems to load up student information in Promonitor. It is a work in progress. Next year there will be much clearer goals from the beginning.

PF noted that at his university there are some cohorts that don't want a 121 tutorials because they feel intimidated. SD confirmed that 1-3s are allowed to come in with their friendship group.

CO noted that the Tutorial handbook has a lot of information in. It is leading from the heart and encouraging staff to care about tutorials and have a personal stake, it is not a bolt on it is a core.

There is a lot of work going on and the paper looks at the plan going forward. There will be something big and interesting every 3 weeks or so.

MS asked what green shoots are coming through.

SD noted that the feedback about votes for schools has been very positive and the College has been trialling it for over a term. It is a more dynamic way of working. SD asked NH for a staff viewpoint and NH noted that he is not tutoring this year but it sounds brilliant and he would love to see it.

The Committee watched a video on student activity.

**Learner voice action plan:**

Communication – the Committee noted that the report makes it look as if this is done to the students rather than with the students, but this may be just the format of the paper. JJ agreed it does come across this way and explained that it is a two way process and there is a lot of interaction.

The Committee noted that there is a tremendous amount of information and the response rate in terms of actions was light in terms of content. This is a fantastic opportunity to pick up on things to be addressed and SK noted that she would be interested to see the actions against each item. **ACTION:** SD and RS to contact SK directly to provide more detail on the Learner Voice Action Plan

**Summary report from the student survey**

SD/RS

	<p>COk reported that every term there is a student survey carried out across a wide range of topics and areas. In the report there is a summary. The good news is that the rate of engagement with the surveys has improved and is up to 68% (55% last year). One of the key drivers this year was to get the student voice.</p> <p>Highlights from the survey includes:</p> <ul style="list-style-type: none"> <li>• Student support continues to be a strength.</li> <li>• Work experience shows a marginal increase in performance</li> </ul> <p>Areas of concern:</p> <ul style="list-style-type: none"> <li>• Recommendation of the college to the wider community has seen a drop and this is consistent over the last set of surveys. This is a concern and work is being done to look at this further and address it.</li> <li>• Safety has shown a drop. That could be because of particular incidents. This is being looked at with a different lens. Focus groups say they feel safe but the team is taking this seriously</li> <li>• Student’s perception of their views being taken into account has dropped. There is a feeling that students make a suggestion and feel it is not readily acted on and they are not being listened to in some quarters and this has to be worked on</li> </ul> <p>The Committee noted that there are no deadlines or timescales included in the report. COk confirmed that underneath there is an intervention plan which involves actions and agreed to bring to the next CQS Committee.</p> <p>It was agreed that it is about impact and that it would be useful to include the positive student voice as well as negative to demonstrate what is being done for students.</p> <p>IV noted that there are really obvious areas for improvement and it would be useful to benchmark this and the positives against 2021 data. IV commended the 18% increase in the quality of student services which is significant.</p> <p>CO reported that focus groups have a general positivity around student support.</p> <p>SD noted the astonishing success of the therapy dog.</p> <p>SFW agreed that students are very well supported. There are trainee counsellors available and a large Student Services team who are able to support students with all their needs. It is support on demand as students need it and is very responsive.</p> <p>SD reported that in terms of curriculum it is the relationship with tutors as a first point of contact so that students feel cared for. That is about staff training and attitude.</p> <p>COk add that it is about presence, taking the time to talk to students and find out about them.</p> <p>SD noted that there are a lot of plans in place from low level to higher level (from post it notes on doors as students leave to tea and cake) and an increasing the number of lesson observations and learning walks and speaking to students to see how they are getting on.</p>	COK
7	<p><b>Equality, Diversity and Inclusion update following departure of Marc Dodi</b></p> <p>SD reported that Marc finished at the College on the 26 May 2022. The College advertised and recruited a new member of staff to the role who is keen and enthusiastic. SD will work with him to develop and expand the EDI strategy and analysis once the results are in.</p> <p>The Chair noted that a report will come to the October 2022 Committee against the EDI action plan including the integration of EDI with HCUC. JJ noted that he is not aware that HCUC have an EDI lead and had referenced the College’s good practice around EDI.</p>	JJ/SD
8	<p><b>Quality Improvement Plan (QIP) and Quality Recovery Plan - June 2022 update including an update from the FEC advisor Pauline Hagen (action 6)</b></p> <p>SD reported that this is an updated version of the QIP/QRP and reminded governors that the document was produced by Rose Turner in September 2021 with updates from Lois Vassell in January 2022 and SD from February 2022 onwards.</p> <p>The Self-Assessment Report (SAR) is a backward looking document and the QIP is forward looking. It is coming to the end of its cycle with a new QIP being produced ready for September 2022. Some interesting work has taken place with PH to reformat into a succinct document.</p>	

SD reported on amber and red updates:

- Reorganisation of middle management roles. The College has recently recruited four out of the six HoS. Some are new to the HoS roles and it has been quite a task to bring everyone to the same standard
- There are vacancies for three assistant HoS and interviews are taking place this week
- There is a new job description for curriculum leads giving them more responsibility
- An ILT and T&L manager are now recruited
- English and Maths is at the centre of the College's offering and there is a lot of work supporting this area of the curriculum. Attendance is regularly monitored and rose from 48-55% at one point which is an incredible achievement mid year. A new E&M timetable structure has been introduced. Last year lessons were isolated but are now changed to the middle of the day between lessons so the curriculum has a wrap around effect. A lot of CPD is taking place for E&M staff and a lot of collaboration learning. SK asked if the high grade referred to is a pass grade and SD confirmed a high grade is four or above
- There is an effective course induction for next year
- Improvements in student progress and tracking are part of the plans from September building on the work from this year including Principal Performance Review meetings (PPRs), weekly HoS meetings, target grades for students which are included on lanyards. The use of MarkBook has been a huge leap to record and track progress across the year
- The Careers service has new staff for September and is linking the work of the team to destinations and progress data with the KPIs
- An interim role is in place for training solutions for September
- Attendance – MS noted that there is concern by the governors that this is not moving forward, noting that it is hard to change behaviour and the extraordinary issues from this year, including the flood. SD noted that the College are determined to improve attendance next year and innovative strategies have been put in place for September. SLT came up with a 95% attendance target which is a high standard to aspire to. The Committee asked if staff have a realistic view of what is needed. SD explained that the staff proposed a 90% target and there are a large number of action plans in place. There are no opportunities for staff training other than this week as staff go off on holiday
- JJ reported that the new Head of Teaching and Learning will work with SD and COk on the training programme for next year. The lion's share will be done in the eight inset days. A lot of work is being done around pedagogy. The Chair asked if this should be included in the action plan and JJ confirmed that it will be included next year in the QIP

(MA joined 19.30-20.00)

The Chair asked PH for views and PH noted that there had been a very productive morning looking at the five [after note seven] big areas of work to move the college from Requires Improvement to Good and Outstanding. Attendance is being tightened up with robust actions. The College has to find different things to improve attendance. A key issue is that if students aren't engaged there is less desire to turn up. There are a lot of things that point to boredom in lessons and poor standards and to get T&L better will impact on learner experience. The key priorities are attendance and T&L. PF noted that the QIP is too long and not fit for purpose.

IV noted that the root cause issue appears to be engagement in classrooms and getting this right for September is critical along with the expectation management so students are clear on the policy around attendance.

It was agreed that this would be a strategy that goes on for the rest of academic year.

JJ noted that a lot of work has gone in already culminating in training, setting that tone, starting strong and building from there. The expectations will be made clear from the outset. The Chair asked if there is anything that can be done as a quick win as classroom engagement needs to be right.

JJ noted that it is the extra inset days. Statutory training takes up all the current inset days and the additional five inset days plus the additional days for teambuilding and sharing best practice are the wins. It is all about the TLA and nothing else.

The Chair asked about the approach to teaching and whether any changes of pedagogy are needed? JJ noted that that this has already started and COk confirmed.

Kirsty has been piloting short sharp sessions on pedagogy since after the Easter break which have received very positive views. These sit within management sessions so staff attend. The Chair asked how many staff are engaged. COk noted that all staff will have gone through the CPD and it continues. The Chair asked will all staff have been exposed by September? SD confirmed that teachers will have.

JJ explained that you don't change culture in four-five months and it is about developing an approach to encourage people's culture to change. The Chair asked is it about doing more of the same and JJ noted that it is not. It is about working with HoS and members of the management team, developing a training programme where staff will be checked and making people accountable for their own development. It will take time but there is training in a variety of aspects. SFW noted that even before students are enrolled the College will do initial E&M assessments and put them into correct classes from the first day which hasn't happened previously. That is positive. PH reported that the College may not be able to change culture quickly but it can change behaviour overnight. With teaching staff there is no need to waste time, they can be quickly trained with a metacognitive tool. Ofsted used a whole body of this work and underpinned their framework with it. It gets buy in because teachers want to do what they know works. For different challenging groups of staff it works, some are lazy so it is easy to do and teachers like it because it is evidence based. Why waste time when a three hour training session would allow them to run it.

The Chair noted that this is reassuring for September. The concern is that there is no CPD time until the new contracts commence. JJ reassured the Committee that the College is not sitting on its hands and a wealth of training is going on.

SD noted that she had not had a chance except to live with it and has written a document for next year.

The Chair noted that the Committee is looking for assurance and the opportunities to the College to improve the Achilles heel of attendance. SD noted that there are many Achilles heels and this is only one of the seven metrics to improve. The Chair agreed that it is getting the student's engagement and SD noted that this is part of the plan.

The Chair noted that if there are no opportunities for CPD before term starts it raises alarm bells. VN noted that he strongly agreed that the more you get students to deliver their own learning the more impact on their ability to learn. Fortunately it is something that is easy to introduce and can bring in an important shift of learning that students can undertake. JJ noted that training will take place in August when staff come back prior to the teaching year. The Chair noted that there have been some really good conversations giving the Committee assurance.

SD reported there were further points to the report. Seven areas agreed are attendance, quality and achievement, leadership and management, English and maths, student voice and the world of work.

SD noted that the big difference with the new QIP is the inclusion of metrics which are ambitious. For attendance it is a metric of 90%. All metrics are at or above national average. L&M is increasing the college's income and learner numbers.

The finalised version will come to the next CQS Committee for recommendation for approval. The Committee confirmed that the metrics are those reflected in the KPIs.

	<p>PH will continue working with the team next year and will also support governors for Ofsted readiness.</p> <p>SD noted that it has been a pleasure to work with PH who has a helpful and upbeat approach and suggestions. The papers contain a 10 key themes discussion that took place over a month ago which has now moved on and condensed to the seven key areas. The focus is on the new look QIP and this work is historic.</p> <p>It was agreed that there had been a robust discussion which had some good points to take away.</p>	
<p>9</p>	<p><b>Key Performance Indicators</b></p> <p><b>1. Performance against current CQS KPIs</b></p> <p>The report is an update against KPIs which will be updated again when achievement results are in at the end of August. As agreed at the last Committee a fifth line about retention is included. There is a need to be mindful because it affects the achievement rate and needs to be looked in terms of Value Added and ALPs.</p> <p>The HCUC KPI targets have been added in as requested by the Committee and this gives a unique opportunity to compare to an Outstanding provider. There is a reasonable target included in the QIP for the College.</p> <p>RuTC overall predicted achievement midpoint –this shows what the curriculum is expecting by way of achievement. SD noted that there is terrific work going on.</p> <p>The Committee asked for an additional column to RAG rate and SD agreed to action.</p> <p>IV noted that the last update was 81% achievement, and this is now down to 79%. From the update received earlier on does this figure include the BTEC and FS and the resit opportunities for Level 1 and Level 2 students. SD confirmed this is correct. SD reported on various issues with the exams team which has delayed in getting the results back. As there is a 28 day window for the awarding body this means that resits cannot yet take place. There is concern about students already with holiday plans and the College will be closed. Exams will need to be done electronically with no invigilators.</p> <p>The results are 6% up on last year and 6% below national average. SD noted she has provided a pessimistic position, but if students can be persuaded in this could move up to 80% which would be much more comfortable. It is a red risk on the register but is a calculated risk.</p> <p>JJ noted that it has been kept red because it needs to stay on the radar until it is landed.</p> <p>The Chair noted the exam related issues and asked about the duty of care to the students who have been impacted adversely and what extra support is in place and how many students are affected. SD noted that there is a support plan, additional tuition support for the last four weeks, Yipiyap access and this is the best we can do at the moment.</p> <p>SK asked what have we done internally to ensure that mistake can't happen again because the consequences are significant.</p> <p>JJ noted that management in the area is the issue. This is why HCUC have been invited to take on the MIS management for the full team. It is being run with already and it is well advanced.</p> <p>The Committee asked about the lack of invigilators and can that be organised. It was noted that staff are on holiday from Friday. It is a challenging situation and not a great solution but there are private invigilators and the College can draw on them. Alternatively HCUC break up a week later so JJ may be able to draw on some resource. SD noted it is not just the invigilators, it is that the exam is electronic rather than paper which will be a challenge for students.</p> <p>PF asked about the engagement and timescales and SD noted that the students sat the exams three and a half weeks ago and the College is asking them to come in and prepare for a resit which is hard for the students to live with.</p> <p>(MA departed 19.52)</p>	<p>SD</p> <p>JJ/SD</p> <p>JJ/SD</p>

	<p>SD noted that there had been an issue where the exam papers had not been printed off and students were sat in the hall for a period of time waiting. This caused considerable distress. SD noted that these things happen and it has been addressed and the Exams Manager has left. MS asked if those that pass will be given additional support. SD noted that achievement rates are 19 and 24% which is below the national average but it is a shocking picture across the UK and the College needs to pull out all the stops to improve E&amp;M achievement.</p> <p><b>2. KPIs for 2022-23 (action 7)</b> This was carried to the next meeting.</p>	
<p><b>10</b></p>	<p><b>Curriculum and Quality report</b></p> <p><b>1. Costed curriculum Plan for 2022-23</b> JJ reported on the process and there are course viability checks for all offerings. These look at trends, linking to the curriculum strategy which is led by the Mayor of London Skills for Londoners, LMI data and this determines what stays and goes and what is new. There are an additional 40 hours of guided learning hours from September 2022. These will be covered by taught study skills offerings and enrichment offer. The costings drive the budget and this comes to the Board for approval tomorrow. SD noted that the Plan anticipates student progression and enrolment numbers. It is one of the most important documents produced. There is a powerpoint presentation summary of the plan produced by Ian Rule included in the pack. This drives the timetabling. The team look at guided learning hours, tutorial provision, work experience and resits. There is a sweet spot for efficiency of 580 hours and RuTC's average is 591. HCUC was over 600. CO noted that it is about clarity and students being clear on their expectations, the College being clear about what you provide in terms of teachers and hours. CO asked are we confident that there is staffing to deliver this curriculum plan. Do we run a course if there isn't the staff? SD noted that for construction and early years there is a national shortage of teachers and these are popular classes. Until the enrolment numbers are a reality courses will be retained, then a firm decision will be made to run the course or not if the staffing is not there. The College receives a number of complaints when using agency staff so this is not a viable option. JJ reported that with the industrial action there is a risk that come the 31 August there will be fewer staff than needed. At this stage more than 50% of staff have signed the new contract and there are 34 who have not signed up and it is anticipated that up to 20 will wait until 31 August to sign and 14 who will not sign. Strategically the College is advertising for sessional staff. There is as much of an understanding as possible on the risks. SD noted that the strong message to teachers is that the timetable is provisional until October half term. Any classes below 15 will be merged or dropped. JJ noted that he will look at individual areas.</p> <p><b>2. College self-assessment report arrangements for 2022-23</b> The College is aligning the process with HCUC who start the process after the results come out in August. This culminates with a validation review. This timetable will be followed subject to an Ofsted inspection. Timelines for the production of the document are included in the papers. JJ noted that PH is providing external validation of the SAR and QIP which is very valuable. IV noted that there was one aspect of the SAR that was inadequate. JJ confirmed that this was curriculum intent which is about the sequencing of the curriculum. A scheme of work audit has been done and staff have had Ofsted training. The impact was inadequate because of the achievement drop. That could be revised on this timescale.</p> <p><b>3. Staffing update</b> Key appointments were noted as: Construction and Engineering has a new HoS due to the separation from Science and Computing due to the size of the area. The role has been taken by the previous assistant HoS. Creative industries – following the departure of Marc Dodi this role has been taken by the previous assistant HoS.</p>	

	<p>Curriculum lead appointments are in progress in place for the start of year. SD noted that some areas of staffing have a national shortage issue. The Assistant Principal Curriculum and Quality, Andrew Rogers starts on 16 August and will be supported by SD who will stay until Christmas as an extended handover period. The College requires an experienced Ofsted nominee. SD noted that she has been a nominee 3 times with improved grades. SD will stay in post until the census date and then facilitate a smooth transition.</p> <p>The Chair reminded the Committee that the College is planning for an end of October merger date with HCUC.</p> <p><b>Curriculum management audit report</b></p> <p>The audit has been through ARC and is included for the Committee's information. The audit praises the process in place for course viability and provides moderate assurance. There are four recommendations one significant around substantiated hours to triangulate ILR hours which COk and MIS will take forward and three housekeeping recommendations which will be implemented.</p>	
11	<p><b>Cycle of Business</b> (full cycle included see pages 4-5 for CQS Committee cycle)</p> <p>SC reported that the cycle is included for recommendation for approval. There are no updates from this year's cycle with the exception of the safeguarding policy approval which has moved to the Autumn term. If there are any further delays to merger beyond the 31 October 2022 a full year's cycle will be presented for approval.</p> <p><b>RESOLVED: The Committee recommended to approve the CQS Cycle of Business for 2022-23</b></p>	
12	<p><b>Complaints update</b></p> <p>SFW reported that there have been 27 formal complaints which are all resolved. A lot of work and workforce is required to manage this process and it takes a lot of time.</p> <p>SD noted that a terrific amount of work is done to stop complaints escalating.</p> <p>The Chair passed on thanks for to SFW overseeing this process noting that it is very much a team effort.</p> <p>SFW noted that a lot of conversations have been happening about things to improve.</p>	
13	<p><b>Enrolment and Applications update</b></p> <p>SFW noted that the College is continuing to receive applications. Some areas have gone down. As of today 3020 applications have been received, 722 progressions are committed from year 1 to 2 and final numbers will dependent on enrolment. There is a condensed enrolment period because of the bank holiday weekend.</p> <p>The Committee asked when the College will know if the industrial action is having an impact. JJ noted that he will be able to track on a daily basis from GCSE results day. If there is a downward trend, learners who have applied and don't come will be contacted to ask directly if they are aware of industrial action.</p> <p>IV suggested proactive comms to parents and JJ confirmed this has already been done using the text at the end of the press statement.</p> <p>IV noted that the best action would be progressing forward and keeping parents updated rather than being reactive.</p> <p>SFW noted that at the recent adult open events there were 27 people outside with a mobile billboard protesting. 50% weren't current staff.</p> <p>SD noted that staff who have signed the new contract are still on the picket line.</p> <p>The College is putting in every measure to address risks but it won't know the full extent until it is faced with it at the start of next term.</p> <p>JJ reported that last Tuesday SLT had confirmed that they would be prepared to engage with ACAS and UCU at UCU's request. There has been no response for a week from UCU and JJ will follow up tomorrow.</p>	
14	<p><b>Risks relating to CQS</b></p>	

<p>JJ provided an update on red areas as follows:</p> <p>Failure to improve achievement rates across curriculum areas– the likelihood of this has decreased to a possible rating because of all the interventions in place. However SLT would prefer to keep this as red. It was noted that yesterday software issues with MarkBook had been identified. The College is working on it with HCUC’s support and is hoping to get it rectified tomorrow. The Committee asked what the impact of this is. SD noted that it could be serious and data would be incorrect, but HCUC recognise and know how to fix it. JJ added that Kath Rangle (HCUC MIS lead) feels it is fine and can be resolved. JJ noted that this is one of the reasons to remain as red.</p> <p>Attendance – remains red. As discussed earlier in the agenda.</p> <p>Failure to secure Requires Improvement – the College is confident to secure RI. This risk will stay red because of its link to achievement. PH feels it is RI. JJ explained that the SLT are continuing to keep it as red as so much depends on the achievement. The College is not going to be inspected in the next week and will have a new risk register and QIP next term which will demonstrate the progression the College has made.</p> <p>The Committee agreed that the rating needed to be realistic but it is a terrifically negative position and questioned if this is a possible rather than probable likelihood. JJ confirmed that if the grades come in next year as predicted the rating would change.</p> <p>IV noted that this would then need to come out of the normal sequence of governance and the Board would need to be updated verbally on this risk. It was agreed that Ofsted will be checking that the Board is assessing the risk correctly and the Board needs to gauge this correctly. A correct review would be amber.</p> <p>VN noted that he has spent quite a lot of time with AdL on how to determine the criteria and its number. It has been agreed that this is what our risk appetite is and we shouldn’t change this. This position involves using the colour to determine keeping looking at the risk but the College and Board should continue to focus on the risk as long as it remains on the risk register, regardless of the rating.</p> <p>JJ agreed with this position and will move to a possible rating of 2 (amber).</p> <p>SD agreed but noted that the College is in scope for an Ofsted from the 15 September, is short of staff and has ongoing industrial action.</p> <p>The Committee noted that this is about the here and now and the risk register can be changed as the position does. The risk register will be updated based on the results.</p> <p>The Chair reported that the key thing is that something has changed to take it from a three to a two and articulating what is it that has changed is important. JJ explained that it is the quality improvement work and the predicted achievement rates and these give an assurance of improvement.</p> <p>The Committee reminded itself that the reference point is not the national average but the low point of last year and the College is raising attainment to amber.</p> <p>JJ noted that there will be an external validation of the Self-Assessment Report. PH has had a role in the QIP and SAR and came to CQS Committee.</p> <p>CO asked if behaviour can move to a two as the College has made a huge stride forward. JJ confirmed behaviour has improved.</p> <p>IV asked for a decision around the discussion on achievement. It is an improvement target for the risk. PF noted that there was a 12% drop and there is a predicted 7% improvement which is an improvement. It was agreed that this moves the likelihood to possible.</p> <p>The Chair noted that he was happy with the process but this can’t be cross validated with the exam results yet so there is a disconnect between the quality processes and achievement.</p> <p>PF noted that the risk refers to the majority of curriculum areas. SD noted that all curriculum areas are showing an improvement.</p> <p>IV proposed that achievement remains red with an update in the Autumn term based on results.</p>	<p>JJ/AdL</p> <p>JJ/AdL</p>
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	It was noted that the additional comments around employer relations and staff motivation (red 32) show that the College is very aware that there is a significant amount of dissatisfaction.	
<b>15</b>	<b>Any other business</b> SD noted that a suggestion from Pauline Hagen was to ask governors to provide written questions in advance of the meeting. The Committee noted the suggestion and the Chair confirmed that this had gone out as a request with the final papers. The Chair noted that the meeting dynamic often means further questions come up as part of the discussions and there is the option to submit in advance as well.	
<b>16</b>	<b>Meeting dates for 2022-23:</b> A revised date of 3 October 2022 (previously 12 October 2022) was agreed. 23 November 2022 The Chair passed on his thanks to SD for facilitating a great discussion. A lot of ground has been covered and there is a lot of assurance about what is going on in the college.	

To note: The Joint Safeguarding policy and Joint Preventing Terrorism and Radicalisation policy will come to the 12 October 2022 meeting due to the KCSIE updates coming through in July.

Meeting closed: 20.50