



**Curriculum, Quality and Standards Committee
Tuesday 29 March 2022 18:00-20:00, Teams**

Draft minutes

Committee	Mike Sutcliffe (Chair); Sue Kingman (VC, Board); Ian Valvona; Vincent Neate; Cait Orton; Jason Jones (Acting CEO & Principal); Yasmine Eltaki; Mohamad Armoush
In Attendance	Susanne Davies (interim Assistant Principal Curriculum and Quality); Sheila Fraser-Whyte (Executive Director Business Development & Innovation); Rachel Scarborough (Head of Student Experience); Chidi Okolo (Director Quality and Compliance); Chris Dearnley (ESFA); Sarah Connerty (interim governance advisor); Chris Hick (MIS) and Ian Rule (interim VP Finance) for item 4
Apologies	

Agenda item	Item Description	Action
1	Welcome and apologies The Chair welcomed committee members and welcome to Chris Hick and Ian Rule who are joining for item 4 on data. There were no apologies received.	
2	Declarations of interest There were no declarations received.	
3	The minutes from the meetings held on the 25 November 2021 and 10 February 2022 were agreed as a true and accurate record.	
4	Actions and matters arising ACTION 1: Update from SD, Chris Hicks and Ian Rule on data. CH shared the tool to calculate predicted achievements. This is a centrally managed sheet by CH. The previous models were in word which were open to changes to data which is now not possible. The overall retention data is 95.2% in the KPI data but is 85.4%, some withdrawals have been factored in. JJ noted that this is a prediction of the worst-case data. The current retention is 100% accurate but the predicted retention is worst and best case. SK noted the data in this format is helpful and asked in terms of the high and medium risk students how is that assessed? SD reported that it covers a lot of areas including poor attendance of 50-80% and poor submission of work. SK noted that is good to see rigour and method to the process. SD reported that at this time of year there is more data to work on. CH shared a Markbook page to evidence this and noted that this provides assurance. The Chair asked for details on mitigations. CH explained that he is working a lot more closely than before with HoS, guiding them and leading on discussions. The Chair asked if this process has increased the ownership of data by HoS. CH confirmed this is more transparent for HoS. CO reported that there are bi-weekly meetings with students and the Principal Performance reviews are coming up. SD noted that the work of the MIS has greatly increased and is greatly improved. The Chair looked at the worst-case retention is 84% which is in line with last year's national average. IR reported it was important to report on like for like. The data is enrolments not	

	<p>headcounts. Where there are a lot of withdrawals, they tend to be around English and maths and some A levels.</p> <p>The Chair noted that there is a lot more confidence in the data compared to the position in February and there is a lot of team work going on around this at the College. SD explained that there are still future plans to improve further for next year. The Chair noted the work going on to support the students is important to look at later in the agenda with RS. The Chair thanked CH and IR for the update.</p> <p>ACTION: Data document to be sent to the Committee [IR and CH depart 18.26]</p> <p>ACTION 2: Appendix to be included in the Student Support and Disciplinary policy around processes for exclusion – Jason to action</p> <p>ACTION 2 (25 November): Susanne to circulate dates for GOAL walks and lesson observations – this is a rolling action. It is important for governors to have as many opportunities as available within the quality timetable to come into College. SD reported that the HoS will welcome governors into the College.</p> <p>ACTION: SC to recirculate the invitation to all governors to visit the College</p> <p>ACTION 3: IT overlap on FRC and CQS – the Chairs have met. The item came to FRC on the 15 March and it was agreed that a report will come forward on utilisation of IT equipment as this area is well invested. The item is coming to the next FRC and will be shared with CQS</p> <p>ACTION 1 (6 December): Impact of the flood to be included as a discreet item in the QIP – JJ reported that the College are still not operating in the 7 classrooms affected by the flood. Some works will go on over Easter, but the classrooms won't be up and running until May half term but will be ready to back online for September.</p> <p>The Chair asked if colleagues are happy with the progress being made in MIS and the integrity of the data as a Committee and as a Board and it was agreed that progress has been made.</p>	<p>JJ/SC</p> <p>JJ</p> <p>SC</p> <p>IR</p>
<p>5</p>	<p>Safeguarding</p> <p>CO reported that the report is of March data. In table 2 there is an error and should read 100 students down. There is nothing unusual in the data, numbers are fairly static compared with last year. Mental health remains the biggest area. It is 6% below from last year. The Chair asked if static numbers are a good thing. CO noted that safeguarding is subjective, and the figures reflect this around need, disclosure, meeting needs early to avoid escalation and thresholds.</p> <p>There is information about the behaviour mapping work. [confidential item]</p> <p>A new member of the team, Fred, who is a family dog, has had the most impact of anything ever done in Student Services. The coverage from local news and social media has been excellent. Students are coming into see him who would never normally engage. Fred is in Tuesday and Thursdays and has been a big phenomenon. More ad hoc activities are underway with music students in the atrium playing piano, brew time and the games café where staff are encouraged to attend to encourage students. CO noted that she is very proud of the team for coming up with these ideas which are making a real difference. The Chair fed asked for thanks to be passed to the team for all their work and the impact that this is making.</p> <p>IV asked about table 2. The trend shows that pre pandemic there were 303 referrals to the safeguarding team and then it goes down in the middle of the pandemic and has stayed down. Why is this? CO explained that it is quite difficult to know because the team and messaging around safeguarding is bigger than ever. The ethos has not changed and is improving every year with engagement with HoS and the SLT. CO agreed to drill down into referrals from HoS and identify if there are any dips. The Chair noted that there were a lot of discussion about behaviour in the autumn term. CO noted this may have had an impact on the referrals, because a number of students may have been withdrawn who might have come to the team's attention. These would be closed so they can't be counted twice. If the</p>	

	<p>student comes back in as a referral they are coded on the system so it shows they were known to the College in the last academic year.</p> <p>ACTION: CO to look into where referrals are coming from</p> <p>The Chair thanked CO for the report.</p>	
6	<p>Student experience from student governors and Head of Student Experience</p> <p>The Committee watched a video produced by Student Services on student activities since the last meeting.</p> <p>Sight line to careers went well with another event is planned in May. Fred the dog has been a hit with students. There are three teams in the final for the National Skills Challenge. Open mic is by far the most popular event with over 70 students attending, there are more sessions in May and June. It is a positive and inclusive experience and governors were invited to attend. Students are doing ambassador mental health training. Catering students have run bronze and silver awards. There is a jubilee event planned which will be similar to the Freshers Fair. There is a Cross College student event in June. There are a lot more clubs, such as the debate club, games club. Next year there is a request for Student Services to have a room solely to support enrichment and engagement opportunities.</p> <p>A lot of feedback from the Cross College forum has been taken forward. More groups have been organised and with a dedicated room this will support this and break down barriers and involve both staff and students. A presence in the atrium led by the wellbeing team has worked wonders. There is a lot of participation going on and more plans for next year.</p> <p>SK asked if there are any surveys being done, picking up feedback and the experience of the students now they are back in the building.</p> <p>CO noted that there a survey with QDP which is currently being analysed and the report will go to SLT tomorrow ACTION: the report to be shared with the Committee.</p> <p>RS noted there will be a second survey around May half term.</p> <p>The student governors did not attend the meeting.</p>	SD/RS
7	<p>Quality Improvement Plan (QIP) and Quality Recovery Plan - March 2022 update</p> <p>SD reported on the nine key points which are the updates on the QIP and QRP.</p> <p>The first two are about staffing changes. A T&L coordinator and ILT manager have been appointed and will help greatly to embed quality assurance and improvement systems being rolled out across the College.</p> <p>All the HoS and assistant HoS and course leaders are in place.</p> <p>A new remission policy for the course leaders will come forward in September.</p> <p>Plans for the next CPD day on 19 April have been confirmed.</p> <p>HoS and course leaders are ensuring that smart targets are included in Promonitor</p> <p>A menu of resources for teachers is being worked on with the new T&L coordinator in collaboration with the new ILT manager and Chidi Okolo.</p> <p>Actions taken to improve attendance are listed in the report. The key message is the team are focused and are doing everything they can to keep people focused on attendance. That pressure is maintained in Student Services with three Attendance Monitors and Rose Turner is working on English and Maths. An impact is being seen. This week there has been an increase in E&M attendance, which is phenomenal at this time of year.</p> <p>The new quality assurance and quality improvement process is in place with curriculum level SARs and will continue. The Principal Performance Reviews are starting later this week and a lot of preparation has gone into this with HoS to identify any issues occurring in areas. This will now be addressed before the end of the year.</p> <p>The tutorial provision was taken over by Marc Dodi last year. Marc is leaving the College to take up another post towards the end of May. Given the departure and the excellent work in Student Services the ownership will transfer back to Student Services. In term 3 some different ways of running tutorials are being piloted including grand slam tutorials with large groups in the auditorium. That would free up the tutors for 121 sessions with students and tutors. A software package with live professional 15-minute items for tutorials based on</p>	

	<p>recent events, such as an update on the Ukraine situation is being looked into. The tutorials that work will be taken forward for the new programme in September.</p> <p>The Chair reiterated the way the HoS are becoming much more involved in understanding the quality issues. SD reported that OK has been phenomenal working long days supporting the HoS. A lot of the work is tracking people down. JJ noted that SD is leading this very well. SD noted that the HoS can see the value and are onboard and are positive about it, it is going in the right direction.</p> <p>IV reported that the Deputy FEC, Pauline Hagen is working with the College and asked whether there can be feedback and triangulation on this work with SD and the team to come to this Committee. SD noted there was a meeting with PH on Friday which went through the QRP and some suggestions were made which will be incorporated in the plan and the support has been extended over the remainder of the academic year. PH is the member of the FEC team who will join the Annual Strategic Conversation and will work with the team for the entire day.</p> <p>IV noted that it was good to hear from SD that PH is up to speed and on board. It would be good for the Committee to understand the feedback that PH is providing.</p> <p>ACTION: SD to share the minutes of the meetings of the key meetings with PH and the team noting they are reassuring to read, with comfort that the College is on the right lines. SD will provide a coversheet on the key points for the Committee</p>	SD
8	<p>Performance against CQS KPIs</p> <p>SD noted the main CQS KPI issues are included in the cover paper. The March update is included and accompanying comments. Everything is below target and is it a question around getting better at setting the targets or in meeting the targets.</p> <p>In terms of overall achievement, it is below target but is 11% points above last year, the same for 16-18 achievement and 19+ is 13% above last year. The apprenticeship timely achievement is on target. The value-added data is yet to be submitted. Work related activity is a work in progress because a lot comes towards the end of the academic year. Enrolment is 4 below last year so is hopeful to exceed last year's figure by September. Starts for apprenticeships is below target, but the enrolment funded value is £11k above last year. The retention data is included below the line as it is not included in the current KPIs but can be included as an appendix going forward.</p> <p>SK asked about the Ofsted overall effectiveness grade which was Good last year. This year it is self-rating as Requires Improvement. Is there anyway that it could come out at Good if the results are better than expected and how much opportunity is there to improve? SD explained that the predicted midyear achievement point is still coming out at 2% below last years national average. Several things might alter the picture. This year's national average may drop, although this would be unlikely, the predictions could be wrong, but this is also unlikely. Even if the College was on the national average, it would still be potentially a Grade 3 or 4. The achievement needs to be up in the 90s to change to a Good.</p> <p>The Chair noted that the College is tipping towards a Grade 4 rather than a Grade 2 and SD confirmed that if the College had an Ofsted visit now it would have to work hard to achieve a Grade 3. Things are changing and improving weekly, for example the Functional Skills and BTEC results that have recently come in are improving and better than last year. What we are doing this year is better than last year. This is hard data and will be looked at by Ofsted. There are green shoots growing across the College.</p> <p>SK noted that the apprenticeship starts at 32 are low, is this because of the time of the academic year and is more being done to drive that number up? SFW reported that there are a number of vacancies and employers are getting in touch. The problem is getting apprentices to apply for the jobs. There is a pipeline coming through so moving forward so increases are hoped for. SK asked if schools are being approached and SFW confirmed that the College has a Schools Liaison Officer and as part of the sightlines to careers week the College is talking to students about apprenticeships. At the moment students have to finish</p>	

	<p>the qualifications they are on, and it is difficult to recruit while they are still at school and college.</p> <p>IV asked about the alignment of the College with HCUC and suggested it would be useful to add HCUC’s KPIs as a small but useful step towards alignment.</p> <p>ACTION: JJ will raise with DDS this week and include the HCUC KPIs</p> <p>The Chair flagged to the Committee that attendance is not improving and the target hasn’t been reached.</p> <p>The Chair noted that there was a meeting with Philip Elliot, Ofsted inspector and some governors and one of the areas he raised was that Ofsted will be looking at hard data. Attendance is hard data and an indication of how the College is doing. Another area is retention, and this is not included in the KPIs. Aligning the KPIs with HCUC and looking at what they have included which is missing would be a useful exercise.</p> <p>ACTION: Alignment of the KPIs and the approach taken to be included on the next meeting agenda</p> <p>JJ agreed that retention will be included and come back to the next CQS. The Chair asked for retrospective data on retention to be included.</p> <p>SD noted that the attendance target is 85% and is currently 79% with a hope to move to 80% with the improvements in E&M. This would be a good position to be in and the College is not as bad as a lot of the colleges Ofsted will visit. SD noted that she was confident that the College will do extremely better next year, and it is something to be hopeful for. The Chair agreed that it is something to be hopeful for, but it is important to be aware that attendance is stubborn and not moving very fast. If the College can build on the momentum at the end of the year and continue getting this right next year with all the staff going through registration appropriately it could improve.</p> <p>SK has been speaking to SC about how governors can prepare for Ofsted and hard data is really important. One of the sets of data that would be useful for governors to have are the recent results to be able to reference this.</p> <p>ACTION: SD to share the BTEC and Functional Skills results with the Committee</p>	<p>JJ</p> <p>JJ</p>
<p>9</p>	<p>Curriculum and Quality report</p> <p>JJ explained that the report has two broad categories – operational curriculum and quality matters and some more strategic long-term items around curriculum and quality. SFW reported on the items.</p> <p>1. Curriculum Plan for 2022-23 and beyond</p> <p>HoS and SLT have done a lot of work on the plan and thanks to CH who has pulled together a very detailed spreadsheet. A lot of robust challenge has gone into the plan, and it will now go over to Ian Rule and the finance team to look at the budgets. The final sign off of the programmes will follow. There are a range of new programmes, particularly at Level 1 with a lot more progression built in. There are some exciting items in IT and science with the introduction of E sports and some finance and business programmes. It is an 11% increase in 16-18s from last year and applications are coming through for these programmes.</p> <p>Further details can be shared if Committee members would like to see full plan.</p> <p>The Chair asked for details on any change of emphasis for next year. SFW noted that at Level 1 making sure there are programmes for the NEET learners coming in is a priority. Due to lockdown the HoS have looked at the impacts of E&M results of students coming forward. There has been some good work down in biomedical science and forensics and really good USPs in the curriculum and next year it is more about the adult programmes. There will be a lot more ESOL for adult programmes.</p> <p>IV asked how does this feature as part of the Annual Strategic Conversation. SFW noted that as part of the curriculum planning process it looks as far as 2023-24 and advertising out there now in the hope that STEM is starting. There has been a lot more forward planning on the curriculum plan and what progression opportunities are for young people and adults and how the College meets the Skills Agenda for London.</p>	

JJ reported that the outline agenda has been received from the ESFA for the Annual Strategic Conversation and under the presentation there is an item on curriculum strategy which will cover all the items SFW raised.

IV asked about how the reflective position on RuTC's strategy is aligned with HCUC's curriculum strategy bearing in mind that Darrell de Souza will be present at the meeting. JJ noted that he will be speaking to DDS about this this week. In practice there will not be a huge differential because it is part of the whole SPA and is aligned. The Chair agreed that the College needs to ensure it triangulates in several different ways including with HCUC.

2. Adult delivery programmes

This was covered in the spreadsheet shared earlier by Chris Hicks. There are adult delivery programmes that happen within the curriculum area which are mostly accounting courses, Level 3 catering and some Early Years and a small number of ESOL programmes. Next year ESOL provision is predicted at £300k compared to £40k this year. Most of the work with adults is roll on roll off other than the September longer courses and Access. There are two subcontractors, and the amount of delivery has been increased with Adult Training Network and Lifelong Learning Centre. There is a best- and worst-case achievement data included in the report. There is ongoing work with unemployed learners.

3. Apprenticeships

Numbers of new starts has been lower this year. Achievements are going up and 45.5% of achievements have been banked which is already 3% above the end of last year. There are a lot of end point assessments booked for April and May, so it is looking like a 53% achievement rate which is 11% higher than last year.

4. Work experience and employability

There has been a lot of work underway with a new member of staff leading on this. The sightlines to careers week was very good and there is another one booked in May. A lot of employers are starting to get involved with the College. A lot of work experience is taking place at Easter, May and at the end of the academic year.

5. Careers strategy

There is a Careers Strategy Group meeting every three weeks and there is the Matrix Accreditation which has moved the College forward. The aim is to ensure that the students get as much information as they need about where they want to move onto next. There has been a focus on the HE fair, UCAS applications and a skills audit.

6. Skills Accelerator – Local Skills Improvement Plans (LSIP)

The updated Richmond skills plan appendix has been requested and the details of the Skills Accelerator are included in the papers.

The Chair noted that the careers work has been a major push forward for the College and asked how this is going in terms of trajectory and supporting the students through a difficult time for students and employers. SFW reported that because students are back in the College it has been easier and careers support is available at open events for students who are looking for independent advice and guidance. [RS joins 19.05] It is now about those students who are not going to university and what their next steps might be and the College does work collectively to ensure that students get the best advice they can when thinking about what their next steps are.

RS reported that careers advice has diversified from last year with new plans in place. It is not yet where it wants to be but is moving in the right direction. SFW noted that the Careers Strategy group has a good mix of staff sitting on it and everything identified is actioned and moved forward so it has been beneficial. The Chair noted that it sounds positive and engagement with the local borough is helpful. SD noted that there have been some good activities recently, 53 students attending the HSBC banking event and the Bank of England came in to give a talk to students. Two or three organisations are coming in weekly to speak to student groups.

10	<p>Complaints update</p> <p>There have been 17 complaints, and all are resolved. Litter at Craneford way is an ongoing issue and work continues with the students to address this. JJ noted that the College joined the Day of Action which was litter and weapons sweep which was successful with a lot of staff, a couple of students and over 70 people from the local community.</p>	
11	<p>Enrolment and Applications update</p> <p>SFW reported that the College is continuing to have students applying. Numbers are currently 279 down on last year but it is all about converting applications to enrolments. The Chair asked about A levels and if there are particular subjects that are down. Successful areas at the moment are criminology, sociology and psychology.</p> <p>In terms of curriculum plan numbers, it is comfortable for A levels.</p> <p>Reductions are seen in physics, acting, business, child care and health and social care ICT music plumbing and sport but they are changing every week.</p> <p>SFW noted that once it gets to enrolment time the numbers come through and the Committee agreed that it is a watching brief at this stage.</p>	
12	<p>Risks relating to CQS</p> <p>JJ reported on the summary tab of the full risk register.</p> <p>For the learner success risks there are no increasing risks and they remain consistent. There is a slight decrease under curriculum management structure due to the recent appointments. It is a pleasing position although more green would be welcome. Areas have been considered earlier in the agenda which gives the rationale on the levels of risk.</p> <p>The Chair noted the risks are being watched closely and it is important as a Committee to keep a good eye of the red risks and the Committee has done this during this evening's meeting.</p>	
13	<p>Any other business</p> <p>The Chair asked about the implications for the curriculum with Marc Dodi leaving. SD noted that the post has been advertised and there is a strong applicant with the interview pending. The EDI brief will need replacing. An update to come to the next meeting.</p> <p>SK asked why MD is leaving. JJ reported that it is a career progression at Newham Sixth Form College. There is potential for MD to be an employee for the future at the College.</p> <p>The Chair passed on his thanks to colleagues for the all the work being done and noted that the Committee feel a lot more confident with progress.</p>	SD
14	<p>Meeting dates for 2021-22:</p> <p>21 June 2022 18.00 start</p>	

Meeting closed: 19.23