Kirklees College Corporation

QUALITY, PERFORMANCE AND STANDARDS COMMITTEE

Minutes of the meeting held on Monday 11 March 2019 at 3.00pm at the Huddersfield Centre

Present:	Ms C George	Independent member (Chair)
	Mr G Hetherington	Independent member
	Ms S Weston	Independent member
	Ms L Precious	Staff member
	Mr N Taylor	Staff member
	Dr A Williams	Independent member
	Ms M Gilluley	Principal and Chief Executive

Attendance:	7/9 = 78%	[KPI 80%, Quorum 3]

Apologies:	Prof S Donnelly	Independent member
	Ms E Hainsworth	Independent member

In attendance:	Mr D Winward	Clerk to the Corporation
	Ms C Gonzalez-Eslava	Vice Principal
	Ms J Arechiga	Assistant Principal
	Ms P Firth	Assistant Principal
	Ms P Hughes	Assistant Principal

32. Apologies for absence

Apologies were received as listed above.

33. Declarations of interest

There were no declarations of interest.

34. Minutes of the previous meeting

The minutes of the meeting of 26 November 2018 were approved as a correct record.

35. Matters arising from the minutes of the previous meeting

Update on agreed actions
The Committee received an update on previously agreed actions. There were no outstanding items.

36. Retention report

Ms Hughes presented a report on student retention. This included the position at the early February (R06) measurement point. She highlighted:

- Overall retention was 96.31%, (compared to 95.52% at the same point in the previous year);
- Apprenticeship provision best case was 79.68% (79.05%), the key area of concern being subcontracted provision which had seen a 6% decline, predominantly attributable to one provider, and this had been placed under the 'Cause for Concern' (CfC) process.

The paper also provided data by curriculum area, level and age (there were no major gaps) and included a report on the measures being taken to strengthen approach and processes.

In discussion, members:

- noted that Business apprenticeships were already subject to a CfC;
- welcomed the fact that improvements had been made in some areas, especially in those areas where recruitment numbers had increased;
- noted the limited usefulness of using RAG-ratings to indicate changes against the previous year, rather than reporting a longer-term trend. The Principal suggested that future reports could include national averages to improve the context.

RESOLVED: to receive the report.

36. Quality Improvement Plan update

The Vice Principal presented a report which provided a summary of progress made in relation to the College's Quality Improvement Plan for 2018/19. Each of the 7 areas for improvement was risk rated at each of the 6 in-year review 'touch points'.

The report demonstrated that, overall, the College was making the expected progress towards the actions identified and in-year data on retention and progress supported this conclusion.

In discussion, members:

- welcomed this thorough report and noted the huge amount of quality improvement activity being undertaken throughout the College;
- noted that the report currently focused on progress against actions, rather than the impact of the actions taken. It was suggested the report should also include measures of the impact. Mid-year assessments could be used to show this;
- suggested the inclusion of brief supporting comments for each area, in order to draw to the Committee's attention to the key areas of impact, perhaps using the report cover sheet.

RESOLVED: to receive the report.

ACTION: Future update reports on the Quality Improvement Plan to include summary comment on key areas of impact.

37. Report on Causes for Concern and Improvement Notices

Ms Hughes presented a report on the curriculum areas that were subject to a Cause for Concern (CfC) or Improvement Notice (IN). The report provided a summary of the CfC and IN processes and provided the summary position at the current time.

Since the report made at the previous meeting, 13 areas remained at their previous 'at risk' status and 2 (Hospitality Apprenticeships and Music Education & Training) had improved their risk status. Seven out of the 15 areas were rated 'high risk', 7 as 'medium risk' and one as 'low risk'.

The report listed the key actions taken to date and analysis of retention data for each area.

In discussion, members:

- noted that the risk ratings were mostly based on achievement and questioned to what extent was this due to the lack of availability of quality information in-year. Ms Hughes responded that she was confident about the availability of retention and attendance data, but accepted that information on progress was lacking and needed to be further developed;
- suggested that the retention analysis in Table 1 should be presented in order of scale (i.e. numbers of learners);
- questioned the impact on morale within areas subject to a CfC. Ms Hughes considered that the process should be seen by staff as encouraging and challenging rather than punitive. Mr Taylor, who was a Curriculum Area Manager within the Construction department, reported that he found the Performance Evaluation and Enhancement Review (PEER) process very positive and

supportive. The Principal suggested that feedback should be sought from curriculum areas on the PEER process, following the current internal audit review;

➢ questioned whether the College was continuing to experience teaching staff shortages in some areas. Ms Hughes responded that a range of innovative HR initiatives were in place to address the problem of recruitment including new incentives for staff. She agreed to provide a report on progress at the next meeting.

RESOLVED: to receive the report.

ACTION: Ms Hughes to provide a report on progress on recruitment initiatives at the next meeting.

38. **Teaching, Learning and Assessment (TLA)**

Ms Hughes presented a report which summarised the key processes on teaching, learning and assessment and actions taken or planned to improve practice. She highlighted the progress of the programme of Internal Quality Reviews (IQR) thus far in the year and those being proposed.

Since the start of the academic year 14 Internal Quality Reviews (IQRs) had taken place and the outcomes were detailed in the report. In summary, of the areas where a direct comparison could be made with 2017/18, 2 curriculum areas had improved their overall grading by one grade, 5 had maintained their previous 'Good' grading and 4 remained as requiring improvement.

The report documented the key interventions and activities taken and those planned, notably collaborative working with the Education and Training Foundation (ETF). A full review of all College processes and activities relating to TLA had commenced.

In response to a question, Ms Hughes described the IQR process. It was suggested that consideration could be given to curriculum areas self-assessing their own performance prior to an IQR taking place.

The Chair welcomed the report and praised the innovative investment in development provided by the College for teaching staff.

RESOLVED: to receive the report.

39. **Higher Education Update**

Ms Firth presented a report on several HE matters.

The College's registration with the Office for Students (OfS) had been confirmed and was effective from 11 February 2019. The Committee was presented with, and discussed, the confirmation of registration letter, the College's Access and Participation Plan and the Student Protection Plan. The conditions of registration were set out in an action plan which was included with the papers.

The report also provided an update on the Internal Quality Review of HE, the work of the Higher Education Committee and progress on the College's review of its HE Strategy and Higher Level Skills offer, currently being carried out by a consultant, Dr Allison Jones.

Members looked forward to seeing the outcome of the HE review and suggested that the role of the HE link governor and the link to the work of the QPS Committee should be considered following the review.

The Chair praised the very comprehensive and well-constructed report and thanked Ms Firth for her work on this.

RESOLVED: to receive the report.

40. Performance Management

The Vice Principal presented a report on the review of the Performance Evaluation and Enhancement Review (PEER) process adopted by the College in 2017/18.

The report described the PEER system and included an assessment of the impact of each element of the new process. The notes of a sample PEER cycle were presented for information. An internal audit review was currently underway which would provide an independent review of the process.

Members welcomed the greater accountability brought by the process and looked forward to hearing positive outcomes for students as a result.

The Principal described the PEER process as 'the glue' that joined together the business and quality measures of performance.

RESOLVED: to receive the report.

The Chair welcomed Ms Arechiga to her first meeting of the Committee.

41. Student Attendance

Ms Arechiga presented a report which provided a summary of the College's position on student attendance to the end of January 2019 and included comparisons to the same point in the previous year. This followed a report on attendance which had been made to the 1 February meeting of the Corporation.

Some key areas for concern were attendance in maths and English, the curriculum areas of Hair & Beauty and Creative Industries, ESOL and Science, and Level 1 provision. Attendance was recognised as an important employability skill.

The report summarised the actions to be taken, which included a review of the College's current attendance strategy and a fresh approach to attendance reporting.

In discussion, members:

➢ questioned whether attendance data was obtained from schools in respect of students coming to the College, in order to inform which students were likely to need most support. It was reported that schools were often reluctant to share individuals' attendance data and this problem was something that had been raised with LA colleagues. It was also noted that coming to college could be seen as an opportunity for students to make a fresh start;

➢ noted that analysis of attendance by ethnicity was reported to the Equality, Diversity and Inclusion group;

➢ looked forward to receiving an update at the next meeting.

RESOLVED: to receive the report.

ACTION: An update report on student attendance to be provided to the next meeting of the Committee.

42. Financial Recovery – Implications for Quality

The Principal reported on this standing agenda item.

Following the visit by the FE Commissioner in February 2019, a single recommendation was made which read: "Governors should ensure that they give sufficient priority and attention to the College's

quality improvement plan with a view to rapid return to good overall effectiveness of quality assurance. This should focus in particular on the attendance and outcomes of students".

It was suggested that a Quality Recovery Task Group should be set up which would have a clear focus and be complementary to the QPS Committee. The group would consider a range of reports of which attendance and in-year progress would be the key ones. The Principal proposed the terms of reference and membership for the group which would include external professional advisors as well as two governor members of the QPS Committee, the Principal, Vice Principal and Ms Hughes.

The Chair of the Corporation reported that the Financial Recovery Task & Finish Group had been a hugely successful initiative and this proposal would seek to emulate that group's success. It was suggested that the group should focus on attendance and outcomes, whilst avoiding duplicating the work of the QPS Committee. It was agreed that the chair would be taken by members on a rotating basis.

It was proposed that four meetings would be arranged over the next two months in order to enable swift action to be directed during the current academic year, the exact dates of these were to be agreed with the members.

RESOLVED: to support the proposal for a Quality Recovery Task Group on the terms and membership described.

43. **Equality, Diversity and Inclusion Strategic Group**

The Committee received the minutes of the meeting of this group, held on 5 February 2019.

The Principal advised members that the EDI group was the appropraite forum for monitoring the EDI annual report and progress on the EDI and Single Equality Scheme action plans.

44. **Governor Involvement**

It was reported that several dates for IQR learning walks had been circulated to governors inviting their participation.

45. **Date of next meeting**

Monday, 24 June 2019 at 3.00pm.

The meeting closed at 5.15pm.