

Kirklees College Corporation

QUALITY, PERFORMANCE AND STANDARDS COMMITTEEMinutes of the meeting held on Monday 12 March 2018 at 3.30pm at the Huddersfield Centre

Present:	Mrs C George Mr G Hetherington Ms S Weston Ms M Gilluley	Independent member Independent member Independent member Principal and Chief Executive
Attendance:	4/7 = 57%	[KPI 80%, Quorum 3]
Apologies:	Ms J Nowacki Mr N Taylor Dr A Williams	Independent member Staff member Independent member
In attendance:	Mr D Winward Ms P Firth Mrs C Gonzalez-Eslava Mr S Downham-Clarke Ms P Hughes Mr A Hutchinson Ms H Rose Mr C Tupling	Clerk to the Corporation Head of Teacher Development Vice Principal Assistant Principal – STEM and Employer Engagement Head of Quality Assistant Principal – Study Programmes and Adults Director of Business Development Assistant Principal – Quality, Student Experience and HE

34. Apologies for absence

Apologies were received from members as listed above. The resignation of Prof Jarvis was noted.

35. Declarations of interest

There were no declarations of interest.

36. Minutes of the previous meeting

The minutes of the meeting of 27 November 2017 were approved as a correct record.

37. Matters arising from the minutes of the previous meeting

(a) There were no matters arising not covered elsewhere on the agenda.

(b) Update on agreed actions

The Committee received an update on previously agreed actions.

It was noted that governors had been invited to participate in several learning walks in recent weeks.

38. College SAR QIP Progress

Mr Tupling presented an update on progress against the College's Quality Improvement Plan (QIP). He distributed a College QIP target tracker document which showed the RAG-rated progress for each element of the QIP at 6 measurement dates through the year.

The report also included the Qualification Achievement rates (QARs) for 2016/17 released by the ESFA in January 2018, although the College's figures had been previously communicated.

Members:

- welcomed the format and presentation of the tracker document;
- questioned the deterioration in attendance. It was reported that whilst there had been a small reduction in attendance, it remained a top priority for improvement. Some areas within the college had achieved very high attendance rates, and best practices in those areas would be shared. These included setting high expectations at the outset, robust management and accurate recording of authorised absences;
- noted the several high risk-rated areas under Apprenticeships and the proposals to address these within the scope of the current review of delivery.

RESOLVED: to receive the report.

Ms Weston arrived at this point, 3.50pm.

39. Retention Report

Mr Tupling presented a report on retention at the mid-year point. Retention was higher than the same point in 2016/17 by 1.09% overall, 0.73% for 16-18 year olds and almost 2% for adults.

The report included detailed analysis by curriculum area and different groups of learners, for which there were no significant gaps at whole college level.

For Apprenticeships, there had been a slight dip, with best case achievement 79.05% compared to 82.46%. The position was being closely tracked and monitored through the PEERs process and this was having a positive impact.

Emerging risks had been identified in 4 areas which would be subject to the 'Cause for Concern' process. These were Access to HE (L2 diploma), Sport, and Engineering and Process Manufacturing apprenticeships.

Members noted that retention for Travel had reduced significantly, despite being above target.

RESOLVED: to receive the report.

40. English and Maths

Mr Hutchinson presented a report on the in-year position on English & maths (E&M). This provided details on attendance, retention and progress in learning. He highlighted:

- for attendance, the gap between vocational E&M and main E&M programmes was closing, although more work needed to be done and this remained a key action;
- retention overall was in line with the previous year. There were no gaps for the different groups;
- key developments included the de-centralisation of E&M into curriculum areas in order to further develop the skills of vocational staff, performance management through the PEER system, granular level analysis by curriculum area and at whole college level, learning walks, coaching and sharing of best practice across vocational areas;
- E&M remained a key focus during induction;
- MarkBook progress measures placed the College top position in West Yorkshire for English and 2nd for maths.

The Committee welcome the report of progress measures and the evidence of improvement.

RESOLVED: to receive the report.

41. Performance Management Report

Ms Hughes presented this report which included an update on the 2017 DfE Performance Measures published in January 2018. These showed that for all 4 measures (Applied General Value Added, English Progress, Maths Progress and Destinations), the College was in either 1st or 2nd position for all GFE colleges in West Yorkshire.

Key Performance Management drivers were:

- Internal Quality Reviews
- Cause for Concern (CfC) / Improvement Notices (IN) processes
- Performance Evaluation and Enhancement Reviews (PEER)

CfC notices had been issued to several curriculum areas following a decline in retention. These were Sport, Pre-Access level 2, and Engineering apprenticeships.

The Chair sought assurance that the PEER process was becoming embedded and having an impact. This was confirmed. Curriculum Team Leaders were better prepared and had greater confidence in the process, which was leading to ownership shifting to curriculum areas. Staff had given positive feedback on the process to inspectors at the recent Ofsted visit.

RESOLVED: to receive the report.

42. Teaching, Learning and Assessment

Ms Firth presented a report which summarised the key actions on teaching learning and assessment and documented the impact of each.

IQRs had taken place in 13 areas and 235 lesson observations had been completed. 80 learning walks by HoDs and CTLs had taken place. There had been a notable improvement in stretch and challenge, with 80% of IQRs reporting improvement in this aspect.

The report highlighted the key interventions since the previous meeting. These include staff training days, learning walks, resource audits and sharing of best practice.

The Committee noted that 'stretch and challenge' had been a key improvement area for some time and welcomed the progress made.

The Chair commented that she had been impressed with the attitude and commitment of students observed during a recent learning walk.

RESOLVED: to receive the report.

43. Higher Education Update Report

Mr Tupling presented a report which provided an update on HE activity within the College with respect to Mid-year Assessment Boards, External Examiner feedback, Office for Students, Quality Review visit, Internal Quality Review, and HE Committee minutes.

It was reported that Mrs George had taken on the role of link governor for HE, following the resignation of Prof Jarvis.

The report included a briefing on the Office for Students (OfS) effective from 1 April 2018. The College would need to apply for registration with OfS by the end of May 2018.

The Quality Review Visit due to take place at the end of April 2018 would be under the Quality Assurance Agency (QAA) Code and preparations for this were underway.

The papers presented included the IQR for HE, which had reported a positive outcome for Teaching, Learning and Assessment and the HE Committee minutes.

It was suggested that a future development event for governors should include a session on HE, particularly in view of the recent developments.

RESOLVED: to receive the report.

44. Employer Engagement

The Director of Business Development presented this report. She highlighted:

- the work of the Business Development ('Sales') team and their focus on new apprenticeships starts;
- the Huddersfield Town FC partnership which was going from strength to strength, with employer events, sponsorships and support for the careers fair;
- activity on bids and tenders;
- progress on Work Placements, with 1210 (41%) placed so far. Including pipeline activity this represented 65% against a target 85%.

In discussion, members:

- expressed disappointment with progress of bids and delivery through the West Yorkshire Consortium of Colleges (WYCC) and stressed the importance of pushing for making real progress. The Principal reported that WYCC had not been clearly managing expectations. Their focus had been on bidding rather than delivery which is what was now needed. Nevertheless, there remained an opportunity to generate significant income through this route;
- noted that progress on work placements had been slow. The Principal acknowledged this, but noted that Ofsted inspectors had recognised good progress made. It was a tough challenge for all colleges to get all students on a good quality work placement;
- were pleased to see purposeful activity and benefits from the HTFC partnership.

RESOLVED: to receive the report.

45. Sub-Contracting Report and Risk Grid

Mr Downham-Clarke presented an update to the sub-contracting report presented at the previous meeting. There had been no significant changes to risk levels since the previous report.

The report included the performance and quality ratings for each of the 4 sub-contractors: Norton Webb, Blue Apple, DevelopU and Grace Landscapes. Overall best case achievement for all 4 sub-contractors was 80.27% which would represent a 8.9% improvement on the previous year. For timely achievement, the best case was 81.87% (compared to 67.47% in 2016/17).

There remained some concerns about performance against maximum contract values and this was being closely monitored through monitoring meetings with each of the sub-contractors.

In discussion, members:

- noted the improved ratings for Safeguarding and Prevent now rated as Green, previously Amber. It was reported that immediate action had been taken including the delivery of training followed by an Internal Quality Review;

- questioned whether it was likely that the community learning budget would be fully utilised. It was reported that management was fairly confident that providers would deliver to contract value.

RESOLVED: to receive the report.

46. Financial Recovery – Implications for Quality

The Principal reported that at the Ofsted visit which had taken place the previous week, inspectors had noted the risk that the financial challenges facing the College could have an impact of quality issues and had recommended that this should continue to be a focus for leaders. Nevertheless, they had recognised the College's commitment to protecting the learner experience was paramount and that there had clearly been no impact on quality thus far.

The main risks were considered to be in relation to:

- the transition to the new management structure, although timing of changes had been set so as to minimise that risk;
- efficiencies due to contract changes currently under discussion for teaching staff, which could have an impact. However, it was considered that the changes were not unreasonable;
- the ability to recruit staff to key areas (e.g. STEM and some management roles);
- changes to the senior leadership team;
- reputational risk – although there had been no noticeable impact to recruitment or employer engagements thus far.

The proposed restructure had allowed for the clarification of job descriptions and roles. Additional scrutiny and accountability required under the PEER process would feature in the new management roles. There would be new requirements for continuous development, understanding of the market, employer engagement and business development in all areas across the College.

It was suggested that this subject should be a standing item on agendas for future meetings of the Committee.

RESOLVED: to receive the report.

47. Minutes of the Equality, Diversity and Inclusion Strategic Group

The minutes of the meeting held on 10 November 2017 were noted.

48. Governor Involvement

It was reported that a number of governors had met with inspectors during the recent Ofsted visit and several had participated in recent IQR learning walks.

49. Date of next meeting

Monday, 25 June 2018 at 3.30 pm.

The meeting closed at 5.45pm