

Kirklees College Corporation

**QUALITY, PERFORMANCE AND STANDARDS COMMITTEE**Minutes of the meeting held on Monday 13 March 2017 at 3.30pm at the Huddersfield Centre

Present:	Mrs J Bracewell Mrs C George Mr G Hetherington Prof C Jarvis Ms J Nowacki Mr G Pitchforth Ms M Gilluley	Independent member (Chair) Independent member Independent member Independent member Independent member Staff member Principal and Chief Executive
Attendance:	7/10 = 70%	[KPI 80%, Quorum 3]
Apologies:	Mrs L Holdsworth Mr N McCann Dr A Williams	Staff member Student member Independent member
In attendance:	Mr D Winward Mrs J Durrant Ms M Brooke Mrs S Burnhill  Mr S Downham-Clarke Mr C Tupling	Clerk to the Corporation Deputy Principal Vice Principal Assistant Principal – Study Programmes, Adult and Apprenticeships Assistant Principal – STEM and Employer Engagement Assistant Principal – Quality, Student Experience and HE

**35. Apologies for absence**

Apologies were received from members as listed above and from managers: Ms P Firth, Mr A Riley and Ms P Hughes

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

**36. Declarations of interest**

There were no declarations of interest.

**37. Minutes of the previous meeting**

The minutes of the meeting of 28 November 2016 were approved as a correct record.

**38. 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:

Mr Tupling reported that following the induction survey showing that the LGBT cohort felt less satisfied / safe in College, a further brief survey had been conducted which elicited 276 responses, of which 25% respondents had identified as LGBT. Further analysis was being done and the issues would be discussed at the Student Conference. A LGBT support group was to be set up. Further monitoring and feedback would be reported through the EDI strategy group.

In a separate action, following the significantly lower satisfaction rates from students generally at the Hargate Hill and Engineering centres, Learner Voice focus groups had been set up and action

was being taken forward by the Heads of Departments and Curriculum Team Leaders for Animal Care and Engineering. Matters identified and addressed included the survey administration process and IT issues.

In response to the information provided on gender composition of part-time workers, it was suggested that clarification was needed on whether fractional contracts were included and what proportion of both men and women were on part-time hourly paid contracts. Ms Brooke reported that the College had committed to an equal pay audit which would also look at conditions of employment.

Information on the staged introduction of the National Qualifications Frameworks (NQF) had been reported to the previous meeting. It was reported that this had been a steep learning curve for some students. Mr Tupling agreed to bring a full analysis to the next meeting.

**RESOLVED: to receive the report.**

**ACTION: Mr Tupling to provide a full analysis of the impact of NQF at the next meeting.**

### **39. Employer Engagement Report**

Ms Brooke presented a report on the College's employer engagement activity. The focus had been on identifying and meeting the needs of employers, increasing the number of apprenticeships and preparation for the introduction of the Apprenticeship Levy.

Successes had included the continuing partnership with Huddersfield Town FC; employer sponsorship of the Process Manufacturing Centre; and Conferencing, which had achieved a surplus of over £50k. The Stafflex partnership was to be reviewed in order to provide more structure and wider focus across the College.

In discussion, members:

- noted that it was critical for the College to grasp the opportunities afforded by the Apprenticeship Levy and to develop more partnerships. Ms Brooke reported that each curriculum area was to prepare its own individual plan within next 2 months;
- suggested that employers should be invited in to the College to provide staff development updates for teaching staff;
- found the report informative and exciting with good potential but expressed some disappointment due to its lack of structure and specific information such as the cost of the Huddersfield Town FC partnership. The Committee wished to see a proposed strategy that set out objectives, proposed success measures / KPIs and was clearer in its recommendations. Ms Brooke responded that the paper had not intended to be a strategy document but an interim update which attempted to set out the huge amount of excellent activity going on. It was hoped to provide a much firmer strategy for the next meeting.

**RESOLVED: to receive the report.**

### **40. Sub-contractor Quality Report**

Mrs Burnhill presented the sub-contractor quality report. She had personally conducted quality visits to the 3 providers earlier in the term and all were RAG-rated Green. All were on target to achieve contract values, and achievement rate projections were on track. For Audit & Compliance, all 3 were rated Amber due to volumes and new management. The College's audit team was working closely with each sub-contractor to alleviate the risks. As a new sub-contractor, Proper Job Theatre Company was rated Amber, but the risk to the College was regarded as very low.

The 3 recommendations from Grant Thornton's audit review, which had provided a 'Satisfactory' assurance grading, had all been implemented.

A new sub-contractor, DevelopU, an established training provider for Nestle, had been taken on for 2017/18 in order to secure the College's national contract with Nestle. DevelopU had satisfied all due diligence checks.

The Committee welcomed the report and recognised that the amount of the College's future sub-contracting might need to increase in response to the apprenticeship reforms and the needs of employers.

***RESOLVED: to receive the report.***

#### **41. Retention Report**

Mrs Durrant presented this report. At 31 January, overall retention was 94.32%, this was 0.65% lower than the same point in the previous year. The reduction was predominantly in adult short provision, English & maths and ESOL. The report provided analysis of retention in the 20 curriculum areas and apprenticeships, and by age, gender, disability, ethnicity, deprived and vulnerable groups.

In discussion, members:

- requested that future reports include comparisons with national averages, if available, and with the previous year's data;
- questioned whether the College's attendance strategy was working. Mrs Durrant responded that a mid-year audit had shown that the attendance and progress strategies appeared to be effective. A significantly different approach was being taken to keep students on track and 117 'high-risk' students with less than 60% attendance had been identified in the current year, at the same time last year there were over 200;
- noted that it was impressive that the College had the capacity to monitor students' personal progress and were reassured that the data was being well utilised. It was recognised that there were many different factors affecting individual students.

***RESOLVED: to receive the report.***

#### **42. College Scorecard**

This item had been included on the agenda for members to provide feedback on the College Scorecard. However, the link to the Scorecard within the user guide had not worked and so governors had been unable to access it externally. It was agreed that once fixed, the link would be re-issued and members would be invited to send feedback via the Clerk.

***RESOLVED: to receive the report.***

***ACTION: Clerk to re-issue the link to the Scorecard once fixed.***

#### **43. College SAR QIP Progress**

Mr Tupling presented this report. Since the previous report and the approval of the College Self Assessment Report (SAR), the Qualification Achievement Rates (QARs) for 2015/16 had been received. The paper provided key comparative data. For 16-18 Education & Training (E&T), Apprenticeships and Timely Apprenticeships, the College was above the benchmark rates by 4.7%, 8.1% and 9.9% respectively. For 19+ E&T the College was 3.3% below.

The report also provided an update on progress under each of the 6 key areas for improvement within the Quality Improvement Plan: Overall achievement; English & maths; Timeliness and Assessment Performance; Attendance; EDI achievement gaps and vulnerable groups; and Increasing Work Placements.

In a detailed discussion, members:

- questioned whether attendance was poor in pockets or across all areas. Mr Tupling reported that the College monitored attendance at an individual, cohort and curriculum area level. Whilst overall attendance at 86.91% had fallen since the previous report, it was 1.69% higher than the same point in the previous year. Lower attendance by certain cohorts would be monitored through the EDI strategic group;
- were informed by the Chair that a recent internal audit report had indicated only limited assurance on work placements and it would be important to get processes right. The Audit Committee would be considering the report in detail when management responses to the recommendations had been made.

**RESOLVED: to receive the report.**

#### **44. English & Maths**

Mr Tupling presented a report which provided an update on the key actions within the English & maths (E&M) Quality Improvement Plan. This remained a high risk for the College. E&M represented 47% of all the Education and Training achievement rates for the College.

The report included items under the headings of Workforce capacity, Attendance and Improving Student outcomes through improving Teaching, Learning & Assessment, together with an assessment of the impact of each of the initiatives / activities under these headings.

Initiatives included the detailed tracking of progress, use of bank staff rather than agency staff in order to improve consistency, intensive support for staff, and consultancy support.

Whilst there were some positive indications on maths, overall achievement at grades A-C was not expected to improve due to a high number of students recruited with E grades.

The Committee welcomed the clear report which set out the issues very well and requested information on types and numbers of E&M staff in the next report.

**RESOLVED: to receive the report.**

**ACTION: Mr Tupling to include details on types and numbers of E&M staff in the next report.**

#### **45. Performance Management Report**

Mr Tupling provided a verbal report on the termly Performance Management Meetings (PMMs) which had been completed in the previous week.

Data had been shared in advance with each Head of Department (HoD) and Curriculum Team Leader (CTL). The meetings had focussed on attendance in E&M, retention, progress in learning, Markbook, Blended Learning, Route to Work, Student Voice and quality improvement plans.

**RESOLVED: to receive the report.**

#### **46. Improvement Notices and Causes for Concern**

Mr Downham-Clarke presented a report on Improvement Notices (IN) and Causes for Concern (CfC). These were put into place for curriculum areas where instances of underperformance had been identified. Actions instigated as a result included: preparation of quality improvement plans, reviewing the curriculum offer, direct involvement of senior leaders and regular progress reviews. The report listed the progress made to date.

The report highlighted that good progress had been made in 8 areas which had moved from Red to Amber. The 4 areas remaining as high risk were Childcare, Creative Industries, E&M and Science.

The Committee welcomed the presentation of the information in the grid format which aided analysis.

***RESOLVED: to receive the report.***

**47. Lesson Observation and Teacher Development**

Mrs Durrant presented this report which provided details of the preparation and implementation of the Teaching Learning and Assessment (TLA) Internal Quality Review (IQR) process, 9 of which had been completed so far this academic year. Six areas had been graded 'Good', one 'Outstanding' and 2 as 'Requires Improvement'.

Emerging strengths included good progress by students, with students able to provide evidence of good knowledge and skills, and the majority of lessons provided opportunities for E&M development. Weaker areas included attendance and punctuality, both of which were regarded as a key employability skills. 'Stretch and challenge' was a mandatory element and showed evidence of some improvement, but required further development.

Re-observations had taken place in 25 instances and immediate support or intervention had been provided for those teachers identified as requiring it.

Details of the Teacher Development activity was also documented in the report, and this included reference to the Teaching Learning and Assessment Conference which took place in October 2016.

The Committee welcomed the report and members commented that the College had some excellent processes in place.

***RESOLVED: to receive the report.***

**48. Minutes of the Academic Board**

The Committee received the minutes of the meeting held on 15 November 2016.

**49. Governor Involvement**

Mrs Bracewell reported that she had been part of the selection panel for the selection of the new Assistant Principal to replace Mrs Burnhill.

Mrs George and Mr Hetherington reported that they had participated in the Aspiring Managers programme selection process.

**50. Date of next meeting**

Monday, 26 June 2017 at 3.30 pm.

The Chair thanked Mrs Burnhill for her long service for the College and wished her well in her new position at Askham Bryan College.

*The meeting closed at 5.25pm*