

Kirklees College Corporation

QUALITY, PERFORMANCE & STANDARDS COMMITTEE

Minutes of a meeting held 10:00-12:30 on 10 November 2023 in the Conference Suite, Waterfront Quarter

Present:	Dr A Williams Mr G Hetherington Mr P Singh	Independent Member (Chair) Independent Member Principal & Chief Executive (by videoconference)
Attendance:	3/6 = 50%	KPI 80% Quorum: 3
In Attendance:	Mrs J Arechiga Ms L Buckley Mr P Doherty Ms J Green Mrs P Hughes Mrs K Pogson Mrs H Rose Ms R Swallow Ms A Tregear Mr J Wilson	Vice Principal - Curriculum and Innovation (by videoconference) Assistant Principal – Curriculum and Performance (via Teams) Vice Principal Finance & Resources Director of Governance & Compliance Assistant Principal - Quality and Student Experience Teaching, Learning & Digital Innovation Manager (Item 6) Director of External Relations Head of Student Services (from Item 12) Head of Faculty SEND, Foundation & Alternative Provision (from Item 12) Head of Faculty, Quality & TLA (from 11:15)

Item

Action/ Report Item

PRELIMINARY ITEMS		
1	APPOINTMENT OF CHAIR, WELCOME AND INTRODUCTIONS	
i	As Dr A Williams, who had served on the Committee since 2016 and as Committee Chair since 2020, planned to retire from the Corporation in 2024, the Committee would need to identify a successor Chair.	
ii	<u>RESOLVED:</u> (i) To re-appoint Dr A Williams as Committee Chair for this meeting only.	
iii	The Chair welcomed everyone to the meeting. No introductions were necessary.	
2	NOTICE AND QUORUM	
i	Due notice of the meeting had been given and the meeting was quorate.	
3	APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST	
i	Apologies were received from Committee Members Dr W Bailey, Mr D Harding and Mrs C George.	
ii	No one declared any interest in the business to be transacted at the meeting which they were required by the Instrument of Government or otherwise to disclose.	
4	MINUTES OF THE 19 JUNE AND 9 OCTOBER MEETINGS	
i	<u>RESOLVED:</u> (i) To approve the 19 June 2023 minutes as an accurate record. (ii) To approve the 9 October 2023 minutes as an accurate record.	

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<p><u>Update on Agreed Actions</u></p> <p>ii <u>Bring a short update report on staff skills shortages:</u> This was on the Agenda.</p> <p>iii <u>Check whether the College uses an adjusted approach to Attainment 8 scoring when setting individual learner targets:</u> The crib sheet had been amended to clarify the position.</p> <p>iv <u>Members' requests and suggestions for future reporting:</u> The Director of Governance Ms J Green ("JG") had added the following to the guidelines on committee reporting:</p> <ul style="list-style-type: none"> ➤ Future reports on performance data to be cut by study area in future reports; ➤ Separate out 'new staff in induction' from other 'high risk' staff in future reports; and ➤ Include subcontracted provision in normal quality reporting at appropriate intervals <p>v <u>Student Experience Report:</u> This was on the Agenda.</p> <p>vi <u>Special meeting to receive an initial, high-level report on outcomes:</u> Actioned.</p>	
QUALITY, PERFORMANCE & STANDARDS	
<p>5 COLLEGE QUALITY CYCLE AND 2023-24 TARGETS</p> <p>i Assistant Principal Mrs P Hughes ("PH") described the College's quality cycle and presented the proposed quality and performance indicators and targets for 2023-24, explaining how management had selected the indicators and determined what targets should be set, through the lens of the Education Inspection Framework ("EIF").</p> <p>ii It was noted that one of the strategic priorities for 2023-24 was to improve 16-18 study programme achievement rates; some of the proposed targets in PH's paper reflected the success criteria for that priority.</p> <p>iii A Member queried the decision to not include a 'high grades' target for 16-18 GCSE maths and English, observing that an unintended consequence could be to dampen the College's ambition. JG drew attention to minute 3ii 091023 (in the meeting pack) and said there were clearly mixed views on this; at the previous meeting, a Member had felt strongly that the Corporation's vision for learners was best reflected through an ambition to maximise all learners' progress scores rather than focusing on those with the best chance of gaining a High grade. Observing that the College must be seen to make progress on English and maths, the Committee Chair asked the management team to reflect further on the matter.</p> <p>iv Action: To reflect further on whether a 'high grades' target for 16-18 GCSE maths and English is required, taking account of Committee Members' different perspectives.</p> <p>v It was noted that, in March 2024, the Education & Skills Funding Agency would publish Qualification Achievement Rate data for Apprenticeships, Adult education and training and 16-19 performance, providing a national performance benchmark.</p> <p>vi Corporation report: The Corporation is required to set the ambition for quality and be clear about how performance will be measured. In consideration of this expectation, the Committee has discussed with management the key performance indicators for quality and performance that will be used for monitoring and target setting in 2023-24. The Committee recommends these for Corporation approval. It will receive reports throughout the year on the achievement of these measures.</p>	<p>PH</p> <p>Report Item 1</p>
<p>6 TEACHING LEARNING AND ASSESSMENT ("TLA")</p> <p><i>10:25 Teaching, Learning & Digital Innovation Manager Mrs K Pogson joined the meeting.</i></p> <p><u>Student Progress Check Plans for 2023-24</u></p> <p>i Some key changes to the Student Progress Checks process aimed at:</p>	

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	<ul style="list-style-type: none">➤ further developing staff understanding of the EIF;➤ increasing confidence in forming robust quality judgements; and➤ improving the responsiveness of the process, both in terms of promptly acting on in-year intelligence, and also in terms of pace, with an emphasis on swift improvement, rather than the perfect audit trail.	
ii	Teaching, Learning & Digital Innovation Manager Ms K Pogson (“KP”) said it was critical to strike the right balance between time spent on measuring and monitoring and time spent on planning and delivering quality teaching and learning. She said she had worked in places where so much energy went into the process of improvement that there was no energy left to deliver impact.	
iii	The Student Progress Check process would continue to identify and celebrate good practice, as well as targeting issues, and it would continue to move further towards a peer to peer process, with the Quality Team taking a back seat and supporting.	
	<u>Student Experience Walks</u>	
iv	Student experience surveys had been carried out at all centres. Students selected at random were asked about their induction experience and early impressions of the College, including whether they were enjoying their programmes and had everything they needed to succeed. With 89 responses received, KP said this was less activity than hoped for; the strike action had had an impact.	
v	Overall, the feedback was very positive; students generally felt they were on the right course and had rated their lessons as either meeting or exceeding expectations. Further checks would be carried out over the course of the year.	
<i>10:43 The meeting was adjourned during the College Remembrance service. When the meeting resumed at 11.03, all returned except for Ms K Pogson, Mr P Singh and Mr P Doherty.</i>		
7	STUDENT WITHDRAWALS	
i	Director of External Relations Ms H Rose (“HR”) said the final picture of withdrawals at R04 ¹ would be available in the next couple of weeks and, at that point, the financial impact of withdrawn students could be calculated. She presented the withdrawals data to date split by new/internal progression students, and also by curriculum area.	
ii	Members welcomed the detailed report, agreeing that it was important to collect and analyse data on early withdrawal reasons, so that mitigations could be put in place where possible. Some level of withdrawals was inevitable and some leavers had a positive destination, such as another college - but many were lost opportunities.	
iii	Corporation report: The Committee discussed the early withdrawals data and the work the College was doing to try to reduce the numbers of withdrawals. The College will only receive funding for students who are on the roll at the R04 census date 1 November, so it is important not to lose students carelessly in the first months of the year. The College knows the reasons for student withdrawals in over 93% of cases; moving to another college, family and/or wellbeing reasons, and changes to work/jobs are the top three reasons given. As we have not yet reached the reporting date, we do not yet know how many students must be categorised as withdrawn by the census date and therefore what the financial impact will be.	Report Item 2
<i>11.15 Head of Faculty, Quality & TLA Mr J Wilson, Mr P Singh and Mr P Doherty joined the meeting.</i>		

¹ R04 is the fourth (of 14) Education & Skills Funding Agency (ESFA) individualised learner record (ILR) data collection periods for colleges during the financial year.

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<p>8 UPDATE ON STAFF/SKILLS SHORTAGES IMPACT ON STUDENT EXPERIENCE</p> <p>i Vice Principal Mrs J Arechiga (“JA”) reminded the meeting that the Committee had asked for an update on the impact of the national skills shortages on the student experience. She said on the curriculum side, the picture was very positive; there was no skills crisis. The work the College had done to improve recruitment and onboarding of new staff had had a positive impact; there were still some vacancies and there would always be some pockets of capacity strain, for example there had been some issues in motor vehicle and electrical, but across the board there was no shortage of good applicants. On the business support side, there was a slightly different picture in the service areas and this had an indirect impact on the student experience – but this was minimal.</p> <p>ii A Member asked whether there was reporting on staff turnover to Governors and the Principal Mr P Singh said the data would go to the People, Culture & Governance Committee in the annual HR report.</p> <p>iii Corporation report: Against the backdrop of a national staffing and recruitment crisis for colleges, the College is holding up very well; it is almost fully staffed on the curriculum side and, while there are some issues on the business services side, the impact of this on learners is minimal. Staff turnover data will be reported to the Corporation later in the year via the People, Culture & Governance Committee.</p>	Report Item 3
<p>9 SAR VALIDATION ARRANGEMENTS</p> <p>i PH spoke briefly about the plans for the College Self-Assessment Report (“SAR”) validation, explaining that the proposal was that the Committee members would form the panel, with support from two external members with expertise in quality and standards.</p> <p>ii <u>RESOLVED:</u> (i) The Quality, Performance & Standards Committee Members shall form the Validation Panel for the 2022-23 SAR, together with two external experts.</p>	
<p>10 2022-23 QIP CLOSE DOWN</p> <p>i Mr J Wilson (“JW”) Head of Faculty, Quality & TLA presented the end of year close down position for the 2022-23 Quality Improvement Plan (“QIP”). The progress against each of the areas for improvement was noted, as well as against some further actions added to the QIP following the Ofsted inspection. The QIP actions had been substantially completed but a few were not fully complete and JW said they might carry forward to the 2023-24 QIP, which would be brought to the Committee’s next meeting.</p> <p>ii There was discussion about the reporting of QIP progress to Governors. A Member remarked that, while it was to be expected that some items were RAG rated Amber, it would be good to be able to see some incremental progress, other than just direction of travel arrows. The Member suggested that actions could be broken up into smaller chunks to allow for more granular reporting on progress.</p> <p>iii Corporation report: The Committee received a report on the close down position of the 2022-23 Quality Improvement Plan. While not every element was achieved in year, this was to be expected, particularly as some of the actions in the plan were only included following the Ofsted inspection in February. Overall, good progress was made and, to the extent they are still relevant and have not been overtaken by other events, the outstanding actions will be rolled over into the 2023-24 QIP, which the Committee will see at its next meeting.</p>	
STUDENT EXPERIENCE	
<p>11 ANNUAL COMPLAINTS REPORT 2022-23</p> <p>i JW reported as follows: ➤ There had been 36 informal complaints (of which two were escalated to formal</p>	

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<p>complaints) and 10 formal complaints in 2022-23.</p> <ul style="list-style-type: none"> ➤ The key theme for informal complaints was staff and teaching, learning and assessment. There was one informal complaint about safeguarding. ➤ The key themes for formal complaints were issues with staff, and two formal complaints relating to safeguarding (one was partially upheld; the other unjustified). ➤ There had been no complaints relating to the Higher Education prescribed programmes. ➤ There was a fairly even split of male and female complainants; the age range varied, as did the ethnicity of complainants. <p>ii Corporation report: The Committee received a report summarising the student complaints received in 2022-23, the key themes being teaching learning and assessment and two formal complaints about safeguarding, of which one was upheld. There are no concerning trends to report. The Committee had sight of a list of actions that had been agreed in response to complaints. It is satisfied that a robust procedure is in place for reporting, investigation and resolution of complaints, as well as for learning from them.</p>	Report Item 4
<p>12 SEND: FUTURE CONSIDERATIONS AND RISKS</p> <p><i>12:00 Head of Faculty – SEND, Foundation & Alternative Provision Ms A Tregear and Head of Student Services Ms R Swallow joined the meeting.</i></p> <p>i Head of Faculty SEND, Foundation & Alternative Provision Ms A Tregear (“AT”) briefed the Committee on Government plans to reform the Special Educational Needs and Disabilities (“SEND”) and Alternative Provision system and delivery approach. She said there was limited information at the moment but it was clear that the proposed changes to the funding methodology could negatively impact the College’s ability to resource support for students. It currently received £5m annually for SEND provision and a reduction in funding could limit progress and achievement.</p> <p>ii Members thanked AT for her informative report. It was agreed that, with so much uncertainty ahead, AT’s knowledge and expertise provided substantial comfort.</p>	
<p>13 STUDENT EXPERIENCE 2022-23</p> <p>i Head of Student Services Ms R Swallow (“RS”) reported as follows:</p> <ul style="list-style-type: none"> ➤ The College context remained relatively unchanged since 2021-22, contending with underfunded external services, a diverse student population, and increasing safeguarding referrals. ➤ There was high demand from students for bursary funding. ➤ The counselling service had seen an increase in referrals, with many students reporting that it had helped them remain on programme. The College was offering additional support through a self-help app and a confidential counselling line. ➤ Vulnerable student cohorts, including young parents, young carers, and care leavers, had lower achievement and retention rates compared to the College average. ➤ The enrichment program offered various opportunities for personal development, including student-led clubs and volunteer roles. ➤ Financial support was provided to low-income students, and those receiving free College meals performed in line with their peers. ➤ The behaviour of Pakistani male students was a concern; efforts were being made to support students to avoid violent behaviour and equip staff to respond effectively. ➤ Attendance rates, particularly in maths, English, and tutorials, required further improvement; a focus in 2022-23 had been setting clear expectations. ➤ Mentoring and student voice initiatives had been effective in supporting students' academic progress and satisfaction. <p>ii A Member thanked RS for the report, saying it was dreadful to hear about the impact of</p>	

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viii	<p>the cost of living crisis and Covid on College students. The Member remarked that it was very difficult to draw conclusions about student outcomes; there would be a multitude of issues and it was impossible to measure the impact of any individual intervention.</p> <p>Corporation report: An area of focus for the College is to ensure a higher proportion of students and apprentices participate in enrichment and wider curriculum opportunities, as well as to improve attendance across all provisions. It was helpful to hear from the Pastoral Team what is already working in terms of widening participation and engaging harder to reach groups; the College does substantial work to promote inclusion and to level the playing field for disadvantaged and vulnerable learners. It is having a positive impact and there are actionable plans to do more in this space.</p>	Report Item 5
GOVERNANCE, MATTERS TO NOTE AND ADMINISTRATION		
14	COMMITTEE SELF-ASSESSMENT	
i	The Director of Governance had amended the Terms of Reference to reflect the change to the Committee's remit with the advent of the Curriculum Strategy Committee. She said she anticipated that further changes may be needed as the new Committee bedded in.	
ii	Corporation report: The Committee recommends an amendment to its Terms of Reference following the establishment of the Curriculum Strategy Committee.	Report Item 6
iii	A table was produced showing the expectations of the Committee in terms of its Terms of Reference and Schedule of Business for the year in the left-hand column and details of how it had met each element during the year in the right-hand column. There was discussion about the need for the Committee to see more student survey feedback, this being an important assurance source. It was noted that the Committee had not had any reporting on the delivery of the Higher Education Access and Participation Plan and there was agreement that this should be referred to the Higher Education Committee and monitored via its minutes going forwards.	
iv	A potential weakness was Committee membership, as the departure of Dr Williams would leave a significant gap. JG said there would soon be two vacancies on the Corporation in addition to the seat being saved for a prospective Corporation Chair, so there was an opportunity to find another curriculum expert. She would refer this to the People, Culture & Governance Committee.	
v	Corporation report: The Committee fulfilled its remit for 2022-23, with the exception of monitoring the HE Access & Participation plan. It recommends that this be referred to the HE Committee going forwards, with oversight via that committee's minutes. Ideally, this Committee needs an additional member with educational/curriculum expertise, as the loss of Dr Williams on his retirement will leave a gap.	Report Item 7
15	GOVERNOR INVOLVEMENT	
i	<p>The Committee noted that Governors:</p> <ul style="list-style-type: none"> ➤ had taken part in the Student Experience Survey; ➤ had participated in curriculum area SAR validations; and ➤ would be attending the AoC Conference. 	
16	PUBLICATION OF AGENDA PAPERS	
i	<p><u>RESOLVED:</u></p> <p>(i) The papers are not deemed confidential.</p>	
17	DATES OF NEXT MEETINGS	
i	10am, Monday 28 November: SAR Validation; 3pm, Monday 13 March 2023: QPS	

Agreed Actions				
#	Min	Action	Who	By When
1.	5iv	To reflect further on whether a 'high grades' target for 16-18 GCSE maths and English is required, taking account of Committee Members' different perspectives.	PH	Corporation

Items of Report for Corporation		
#	Details	Min
1.	The Corporation is required to set the ambition for quality and be clear about how performance will be measured. In consideration of this expectation, the Committee has discussed with management the key performance indicators for quality and performance that will be used for monitoring and target setting in 2023-24. The Committee recommends these for Corporation approval. It will receive reports throughout the year on the achievement of these measures.	5vi
2.	The Committee discussed the early withdrawals data and the work the College was doing to try to reduce the numbers of withdrawals. The College will only receive funding for students who are on the roll at the R04 census date 1 November, so it is important not to lose students carelessly in the first months of the year. The College knows the reasons for student withdrawals in over 93% of cases; moving to another college, family and/or wellbeing reasons, and changes to work/jobs are the top three reasons given. As we have not yet reached the reporting date, we do not yet know how many students must be categorised as withdrawn by the census date and therefore what the financial impact will be.	7iii
3.	Against the backdrop of a national staffing and recruitment crisis for colleges, the College is holding up very well; it is almost fully staffed on the curriculum side and, while there are some issues on the business services side, the impact of this on learners is minimal. Staff turnover data will be reported to the Corporation later in the year via the People, Culture & Governance Committee.	8iii
4.	The Committee received a report summarising the student complaints received in 2022-23, the key themes being teaching learning and assessment and two formal complaints about safeguarding, of which one was upheld. There are no concerning trends to report. The Committee had sight of a list of actions that had been agreed in response to complaints. It is satisfied that a robust procedure is in place for reporting, investigation and resolution of complaints, as well as for learning from them.	11ii
5.	An area of focus for the College is to ensure a higher proportion of students and apprentices participate in enrichment and wider curriculum opportunities, as well as to improve attendance across all provisions. It was helpful to hear from the Pastoral Team what is already working in terms of widening participation and engaging harder to reach groups; the College does substantial work to promote inclusion and to level the playing field for disadvantaged and vulnerable learners. It is having a positive impact and there are actionable plans to do more in this space.	13viii
6.	The Committee recommends an amendment to its Terms of Reference following the establishment of the Curriculum Strategy Committee.	14ii
7.	The Committee fulfilled its remit for 2022-23, with the exception of monitoring the HE Access & Participation plan. It recommends that this be referred to the HE Committee going forwards, with oversight via that committee's minutes. Ideally, this Committee needs an additional member with educational/curriculum expertise, as the loss of Dr Williams on his retirement will leave a gap.	14v