

## Meeting of the Performance & Standards Committee

<b>Date:</b>	9 March 2023	<b>Room number</b>	Boardroom
<b>Present</b>	Alex Key (Chair), Andy Cole (Interim Principal/CEO), Andy Forbes (Corporation Chair) (AF), Katharina De Vita (KDV), Geoff Hall (Staff Governor) (GH) Joshua Jordan (Student Voice) (JJ)		
<b>Present via Teams</b>	Charles Tennant (Vice Chair), Forhad Altafi (Staff Governor) (FA),		
<b>In attendance</b>	Victoria Eastwood (Chief Governance Officer) Jason Turton (Chief Operating Officer) Michael Smith (Executive Director – Excellence in Learning and the Learner Experience) (MS) Shaun Hindle (Executive Director – Engagement & Customer Service) (SH) Antoinette McLean (Head of English and Maths) (AMcL)		
<b>Apologies</b>	N/A		
<b>Circulation</b>	Performance & Standards Committee, Corporation		

<b>1.</b>	<p><b>Welcome and apologies for absence</b></p> <p>The Chair welcomed all present to the meeting of the Committee and introductions were made. Katharina was welcomed to her first Committee meeting and thanks were recorded to the student voice representative (JJ) for his attendance. There were no apologies for absence.</p>
<b>2.</b>	<p><b>Declarations of Interest</b></p> <p>Governors were reminded of their responsibility to declare an interest in relation to specific items on the Agenda if appropriate. Alex Key and Charles Tennant declared an interest in agenda item 3.</p>
<b>3.</b>	<p><b>Appointment of Chair and Vice-Chair</b></p> <p>The CGO referred to discussions that had taken place prior to the Committee and proposed that Alex Key be appointed as Chair of the Committee and Charles Tennant as Vice-Chair of the Committee for the remainder of the 2022/23 academic year. This was unanimously approved.</p> <p><b>Approved: Alex Key be appointed as Chair of the Performance &amp; Standards Committee for 2022/23; Charles Tennant be appointed as Vice-Chair of the Performance &amp; Standards Committee for 2022/23.</b></p>
<b>4.</b>	<p><b>Minutes of the Previous Meeting – 20 June 2022 and Notes from the P&amp;S Discussion 5 January 2023</b></p> <p>The Minutes of the Meeting held on 20 June 2022 and notes from the discussion held on 5 January 2023 were agreed as a true and accurate record.</p> <p><b>Approved: That the Minutes of the Meeting held on 20 June 2022 and notes from the discussion held on 5 January 2023 were agreed as a true and accurate record.</b></p>
<b>5.</b>	<p><b>Matters arising</b></p> <p>There were no matters arising.</p>

6.	<p><b>Check-In Discussion</b></p> <p>The Chair introduced the check-in process, introduced to allow the Committee to get to know each other better and all present provided a positive from the week.</p>
7.	<p><b>Balance Scorecard, League Table &amp; Post Inspection Action Plan</b></p> <p>The Chair provided the background on how the data had been put together to ensure the Committee receive the same data as SLT – one version of the truth. It was noted that the spreadsheet would be updated on a monthly basis and the onus was being placed on Governors to ensure they kept abreast of updates.</p> <p>The COO presented the balance scorecard, advising that the data overall had improved 3% since the report was created. FE pass rate predictions were below target for Maths and English due to admin errors and progress reviews were taking place to address these.</p> <p>AF stated that English and Maths (E&amp;M) made up 48% of the College’s qualifications and if this did not improve, there would be huge challenges for the College. AM replied that the College was fortunate to now have the data to look at predicted outcomes to be able to make swift interventions and capture learners at the greatest risk.</p> <p>AF asked what measures the College was taking to reinforce that programmes included E&amp;M and that the subjects were not optional. AM advised that consideration was being given as to how to make learners understand the value of E&amp;M. The COO advised that the College currently blocked the ID cards of learners who did not attend which resulted in intervention. JJ stated that learners did not attend the classes as they did not take them seriously and there were no consequences. AF added that the Board would be supportive of a management team that took action.</p> <p>The Vice Chair asked whether learners took up the exams as tackling internal truancy was key. FA stated that the College needed a constant response from all curriculum areas to ensure accountability, highlight the issues and to work alongside the E&amp;M team.</p> <p>MS presented key points from the Post Inspection Action Plan (PIAP) advising that this was the central driver for improvement following Ofsted. The College was receiving ongoing support from the FE Commissioner Team and a visit to the College had taken place. The Committee were advised of the key areas of improvement, key actions of driving improvement including a new Teaching, Learning &amp; Assessment Strategy and termly Monitoring and Progress (MAP) meetings.</p> <p>AF questioned the process for checking and reviewing the PIAP. MS advised that there had previously been a weekly review cycle but this had been revisited to review every fortnight with all leads and accountable individuals for each theme providing key actions and progress.</p> <p><b>Agreed: That the current position be noted.</b></p>
8.	<p><b>Attendance, Student Progress, Teaching, Learning &amp; Assessment</b></p> <p>The COO reported an 85% attendance rate currently for all programmes, however E&amp;M was significantly below target at 72% overall. 45 learners had received intervention and support and progress reviews were being issued to parents.</p> <p>The Chair asked how proactively the College engaged with parents. The COO replied that c50 parents were engaged with the parent portal. A QR code had been included on progress review for parents to engage and ask specific questions and some Heads of Division were engaging directly with parents. The measures in place were having an impact but intervention was crucial as some of the reasons affecting attendance, learners did not want parents to know about.</p>

FA referred to the issue with staffing in construction and asked whether blended sessions could be delivered across curriculum. The COO responded that this was being accelerated to ensure all learners had access to blended learning and a new strategy was being considered for 2023/24.

In response to a query from the Vice-Chair, the COO confirmed that data on interventions would be included on the Teams site. GH added that the College used to have intervention coaches who would visit learners at home. The COO advised that this did take place in extreme cases.

The Interim Principal/CEO advised that an upward trend was unusual to see, and this was positive progress.

MS reported that a learning walk for all teachers will have taken place before the Easter break. Staff attendance at training was still an issue (85% attendance for the previous training day) and continuous work was needed to ensure compliance.

The Chair asked whether non-attendance at training was included as a performance management issue. MS replied that this was not currently included in the policy but needed to be considered – the Teaching, Learning & Assessment framework featured in the onboarding of staff to be clear of standards. The Chair strongly recommended that this was included in the policy going forward.

AF queried whether there was a way of looking at the departments where lack of staff was a significant issue as more confidence in the improvements was needed. The Chair stated that this was discussed at Policy & Resources Committee but needed to be joined up. The Vice-Chair also stated that it would be useful to know whether there was a link between curriculum areas with high absence and attendance at training.

**Agreed: That the current position be noted.**

**Action: Data to be provided on whether there is a link between curriculum areas with high absence and attendance at training.**

## 9. Curriculum Focus:

### Maths and English

AM highlighted the following key points for E&M:

- Areas has moved to a centralised space which had been positive for the learners
- Timetabling was clearer and had helped with management of learners
- Tuition programme part of intervention to engage with learners on catch up
- Progress review – support for at risk learners
- Investment to staff – Innovation Boost Programme
- Attendance still a challenge – not where it was hoped to be but constantly considering intervention. Need more curriculum areas involved in intervention.
- Data visualisations enabled accurate understanding of the current position.
- Considering enrolment process to make sure right learners on the right course/qualifications

The Chair asked AM if she felt she was receiving more support than previously. AM replied that there was a real drive to have a whole college approach to work more collaboratively. The Chair advised AM to ensure she asked for what was need if she came across potential blockers.

AM stated that the College needed to tap into research and pilots that had worked, The presence of E&M was being worked on but needed to be improved and more visible across the College.

KDV questioned whether synoptic assessment had been considered/explored. AM advised that skills from the qualification were considered but there was a need to explore this further.

AF asked whether the College was confident that E&M was discussed and explained clearly at enrolment. AM responded that she was not fully confident at present and was therefore revisiting the process for next year in terms of Initial Assessment and Guidance (IAG). It was agreed that it would be useful to see a breakdown of curriculum areas for E&M results in the performance report.

AF stated that every teacher was a teacher of E&M and there was a need to consider the level of E&M amongst teaching staff. The Interim Principal/CEO replied that this would need working into the people strategy regarding investment, capacity, nurturing.

The Chair advised that to be effective for curriculum and quality, the College needed to ensure the E&M vision was part of all that it did. JJ stated that the involvement of parents was key. AM added that work needed to take place to motivate the parents to help motivate the students.

KDV asked whether there was a level of authenticity that could be drawn on. MS replied that he had seen success when E&M was led by vocational staff and this would be further explored for next year.

The Vice-Chair asked whether the College could tap into the alumni network or access current learners to help facilitate a celebration of E&M. This would be considered.

The Chair recorded his appreciation for AM's vision, adding that it was a whole College approach to be able to accelerate that vision and encouraged AM to ask the Committee for any help required.

**Action: Breakdown of curriculum areas for E&M results to be included in the performance report.**

### **Apprenticeships**

SH updated the Committee on the following key points:

- Focus on apprenticeships out of funding
- Identified apprentices at risk much earlier
- The standard of portfolios had improved
- Reporting structure had improved – visualisation report assisted in tracking, clearer visibility on learners ready for end point assessment
- Progress reviews taking place in a timely manner incorporating views of employers

AF asked for clarity on the integration between smart assessor and other systems. SH replied that previously curriculum areas would follow through the quality on E-tracker but now curriculum areas were actively using smart assessor.

In response to a query from AF, SH confirmed that the ability to find specialist staffing had improved significantly and regular dialogue was taking place with employers to keep momentum going.

The Chair referred to the current achievement rate of 60% and asked what the predicted achievement rate was for the end of the year. SH replied that there was a lot of work taking place but there were a number of apprentices that should have achieved last year and it needed to be clarified whether this would impact this year. The Chair stated that it was important to have some sense of this. The COO replied that he would update on the report for next month.

FA asked for clarification on the inconsistencies for monitoring progress and asked whether there was an implementation plan. SH responded that there was a plan but further support for curriculum areas and additional training was required – there was also an element around championing smart assessor/good practice. GH added that uploading the reports/reviews could be a difficult process.

The Interim Principal/CEO asked whether the College was experiencing any issues with end point assessments. SH advised that there were issues with availability of end point assessors, other organisations were being considered but cost was an issue.

The Chair asked whether there was a whole college approach to be able to obtain the support needed. SH replied that greater visualisation and knowledge across college was improving understanding. Recent funding training that had taken place had explained the funding around apprenticeships. The Chair asked SH to keep the Committee informed of any issues and hold the Committee accountable.

**Action: Predicted achievement rate for apprenticeships to be included in report for next month.**

### **High Needs**

MS advised the Committee on the following:

- Target setting was crucial – standardised the practice and worked with the team to ensure inconsistencies consolidated into uniform approach
- Led on training with SEND staff – delivered behaviour management, safeguarding, curriculum design
- Work with the Borough to continue to maintain relationship as provider of choice
- Risks – recruitment for staff had been a challenge and some agency staff were still in place
- 49 learners on supported internship programme – not all learners would meet the intended destination of the programme – need to ensure onboarding was correct next year

In response to a query from AF, MS clarified that the majority of high needs learners were from the local Borough. The College had 190 learners accessing the Horizons provision and a further 190 learners across the College.

The Chair asked for further information on the challenges with timing of recruitment. MS responded that agency staff were identified then additional time was needed to ensure the checks had taken place. There needed to be a collaboration between Human Resources (HR) and the curriculum area – this would be considered through the Policy & Resources Committee alongside the financial impact and cost of turnover recruitment.

**Agreed: That the current position be noted.**

### **10. Check out Discussion/Bias for action**

The Chair asked all present to reflect on everything discussed and provide one point on what you would take away from the meeting/improve:

- Chair – positivity about gathering the information – how to encourage to make decisions
- Antoinette – E&M runs through everything therefore going to go away and make it run through everything we see here
- SH –work around how we ensure the right level of E&M and relay communication
- COO – Work on additional data – Inspiration Day –need to drive E&M further
- CGO – reflection on level of data – facilitate the work between P&S and P&R
- Interim Principal/CEO – richness in terms of communications, intersperse committee meetings with online calls to deep dive into a particular area to improve learning in that area
- AF – great to have student voice – issue about the extent to which we focus on this year – getting off to a good start next year needs to be considered
- MS – synoptic assessment – quality of experience of the learners – E&M can be defined by the exam – need to make it meaningful
- Vice-Chair – galvanisation around areas for development – push being E&M – been able to energise around one particular area – clarity on where there is a clear need for improvement is key – Ofsted Governors knowing what are our strengths and weaknesses
- FA – key aspect the need for staff training and intervention/onboarding element particularly for new staff

	<ul style="list-style-type: none"> <li>• GH – learning experience/learning curve re data and more able to see the positives</li> <li>• JJ – involving the parents with E&amp;M to make an impact on attendance.</li> <li>• KDV – embedding English and Maths and seeing the student experience holistically</li> </ul> <p><b>Agreed: That the current position be noted.</b></p>
<b>11.</b>	<p><b>AoB – Renaming of Performance &amp; Standards Committee</b></p> <p>The Chair proposed the Committee be renamed the Curriculum &amp; Quality Committee which was an AoC notation and provided a precision of language. This was unanimously approved.</p> <p><b>Approved: That the Committee be renamed the Curriculum &amp; Quality Committee, effective immediately.</b></p>
<b>12</b>	<b>Date and time of next meeting – Monday 19 June 2023, 4pm Boardroom</b>

The Chair thanked all those in attendance for their contributions. Particular thanks were recorded to MS and the COO for ensuring the data was received by the Committee one week in advance and providing condensed and focussed information. The meeting closed at 17.54pm.

Signed.....  
Alex Keay (Chair)

Date.....

<b>Agenda Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>	<b>Update</b>
8.	Data to be provided on whether there is a link between curriculum areas with high absence and attendance at training.	MS	June 2023	
9.	Breakdown of curriculum areas for E&M results to be included in the performance report.	MS/AM	June 2023	
9.	Predicted achievement rate for apprenticeships to be included in report for next month.	JT	April 2023	