



Minutes of the Meeting of the Performance & Standards Committee, held on Monday 2 December 2019, 4.30pm in the Boardroom.

Present: Sarkis Mazmanian (Chair)
 Stuart Fraser (Vice Chair)
 Andrew Brown
 Doug Trengove (Staff Governor)
 Yvonne Kelly (Principal/CEO)

In attendance: Victoria Eastwood (Clerk to the Corporation)
 Matthew Fawcett (Interim VP – Curriculum & Quality)
 Brendan James (Head of Higher Level Skills – up to Agenda Item 7)
 Nicky Gibson (Director of Learning Support – up to Agenda Item 6)

1. Apologies for absence

Introductions were made by those present. Andrew Brown was welcomed to his first meeting of the Committee.

2. Declarations of Interest

Governors were reminded of their responsibility to declare an interest in relation to specific items on the Agenda if appropriate. Sarkis Mazmanian and Stuart Fraser declared an interest in Agenda Item 5.

3. Minutes of the Previous Meeting – Tuesday 11 June 2019

The Minutes of the previous meeting held on Tuesday 11 June 2019 and the confidential minute from that meeting were agreed as a true and accurate record.

Approved: The Minutes of the previous meeting, held on Tuesday 11 June 2019, were agreed as a true and accurate record.

4. Matters arising

An update on outstanding actions from the June 2019 Committee meeting were provided:

Agenda Item	Action	Responsibility	By (deadline)	Update
Ongoing	The Committee to ensure that the Corporation are aware of the substantial governance changes with regards to Higher Education.	Chair	Ongoing- next Corporation Meeting.	Ongoing
9.	English and Maths Strategy to be presented at the next meeting of the Committee.	Interim VP/Clerk	November 2019	The BDC approach to English and Maths is being finalised and will

				be emailed to Members.
12.	New staffing structure to be presented at the July Corporation Meeting.	Principal/CEO	1 July 2019	Complete – emailed to the Corporation in October 2019

There were no additional matters arising that were not covered by the agenda.

5. Appointment of Chair and Vice Chair

The Clerk reported that given the composition of the Committee, it was recommended that the current arrangements for Chair and Vice-Chair of the Committee continued for the next academic year. Andrew Brown was new to the Committee and both the Staff Governor and Principal/CEO were not eligible to undertake these roles. The existing Chair and Vice-Chair had both agreed to continue in their respective roles if the Committee approved.

Approved: That Sarkis Mazmanian continue as Chair of the Performance & Standards Committee and Stuart Fraser continue as Vice-Chair of the Performance & Standards Committee for a further year.

6. Student Support Update

The Director of Learning Support (DLS) reported that the College was currently the highest FE provider of High Needs Support across London, with a consistent upward trend of recruitment numbers spanning over an 8 year period (from 154 to 296 learners). The Learning Support Service currently provided High Needs support for students from a number of Local Authorities and to date were working with 12 Local Authorities for authorisation and payment of Element 3 Top-up funding.

In addition to the increased delivery of High Needs students, the Learning Support service continue to deliver low level (SEN) support to a higher number of students year on year.

In response to a query from Stuart Fraser, the DLS confirmed that low level support was for students not classified as over the £6K threshold.

The Committee were informed that in addition to the 2 full time counsellors and wellbeing officers the College had built excellent partnerships with external services who provided a free resource and are based on-site; Subwise, CAMHS, the Youth Service, Talking Therapies and Sexual Health were based in the college for 2/3 days per week and provide support for staff, students and the general public. The College also had a Opportunities Coach team which consisted of a Senior Opportunities Coach, Coordinator for LAC/Care Experienced and 7 Opportunities Coaches who were linked to specific Curriculum Areas.

The DLS advised that, in conjunction with Goldsmiths University, the College would run a series of focus groups with 'at-risk' learners to identify the root causes of poor attendance and progress and early drop-out rates. In addition to this the College was currently running a pilot with Terrace metrics with 100 learners in the early identification and targeted intervention of 'at-risk' learners. Discussions were taking place with LBBB to part fund the on-line system for 2020/2021.

Andrew Brown asked whether Goldsmiths University were undertaking focus groups with other colleges. The DLS replied that other colleges were involved as this was part

of a research project but the College was rolling this out to those at highest risk. Data would be fed back on a college by college basis and an impact report would be issued.

The DLS reported that there had been good attendance at the first themed week which had taken place in College - Safe College Week and the next themed week would be Healthy College Week. The College now had a full complement Student Union, including two potential Student Governors 217 course and class reps were in place. The Student Leadership Team were making a positive impact.

The Committee were informed that the College had gained the matrix accreditation – the report had been emailed to the Corporation. The College had gained accreditation for a much wider scope this year extended to all student services as well as CEIAG, BIE and Apprentices. Five areas for improvement had been identified which the College was now working through.

Agreed: That the current position be noted.

The DLS was thanked for her report and left the meeting.

7. Draft HE Self-Assessment Document (SED)

The Head of Higher Level Skills (HHLS) informed the Committee that the College annually reviewed the performance of its higher level programmes against the regulatory framework as an important element of its quality cycle; this process enabled the College to reflect on its previous performance and drive improvement. The Annual Self-Evaluation process drew on a range of data and performance monitoring to ensure an operational action plan could be in place to drive key areas of performance.

The Committee were advised that 2018-19 had been a very challenging year with the College's application for registration with the Office for Students (OfS) being refused. The College maintained that the methodology used to assess registration did not provide an equitable basis between large and small providers, in particular where the smaller volume of student population had such a dramatic statistical significance on percentage values, which was then further exacerbated through the methodology that aggregates historical data. In some cases, the data used for the assessment looked retrospectively back to 2009. More recent data for 2017 and 2018 were excluded from the process, as such actions already taken to improve the data metrics were also excluded. The College had applied for "teach out status", this would replace the current status "Limited Designation. The College awaited the outcome of its application and if successful, this would ensure current prescribed higher education students could be funded to the completion of their studies.

The data pack for higher education confirmed that the College continued to make progress with its overall continuation rate at (87%) and overall achievement rates at (88%). However, improvements were needed to ensure consistency across all types and all levels of provision. The HHLS reported that the quality improvement plan actions would ensure that all data reporting aligned to the regulatory framework requirements, metrics and algorithms to ensure performance data was routinely monitored against current external benchmarks and new targets were challenging in order to meet future increases in benchmarks. Specific data benchmarks would be flagged with minimum levels of performance to ensure that when triggered swift interventions could be taken.

The HHLS advised that improvements had been made in the retention of two-year foundation degree programmes. Whilst modest on 3D Design with +3% to (58%), Animation achieved a larger positive improvement of +14 taking the retention rate to 70%, and Photography improved significantly by +30%, achieving a retention rate of 75% which was now at OfS benchmark.

In response to a query from Andrew Brown, the HHLS stated that the College's issues were exacerbated by low volume. Some students progressed after level 4 which the College defined as a success but the OfS did not agree.

The Chair asked if the OfS would stop courses that consistently did not hit the benchmark. The Principal/CEO replied that the feedback for the OfS' refusal was based on very specific courses.

Andrew Brown questioned the process of applying for registration for those who were not registered. The Principal/CEO responded that the College did not know what years data would be used and there was no information from the OfS on the process for colleges in these circumstances.

Stuart Fraser questioned whether there was a HE strategy that covered key areas such as attendance, progression, performance etc. The Principal/CEO advised that core strategies were being put in place and these would be reviewed by the Board and appropriate Committees. The balance scorecard would show all the features and each learner client group. The Interim Vice Principal – Curriculum & Quality (IVPCQ) added that the headline balance scorecard would provide the strategic oversight, and then each area would have its own balance scorecard. The balance scorecard continued to be developed and a dashboard would also be available.

Stuart Fraser asked how many students progressed from FE to HE. The HHLS replied that 21% of HE students progressed from FE.

In response to a query from the Chair, the HHLS confirmed that the College was confident that the three courses no longer running would not have improved.

Stuart Fraser asked what the real struggles for the provision were. The HHLS replied that there had been two years of positive progression, new staff driving the management and performance, new facility and clear expectation. There was now a need to make sure that the scholarly and industry updating was good for the staff.

Recommendation: That the HE SED be recommended to the Corporation for approval.

The HHLS left the meeting.

8. CEIAG Policy

The IVPCQ presented the Careers, Education, Information, Advice and Guidance (CEIAG) policy for approval. The policy set out the principles of independent and impartial guidance provision at the College.

The IVPCQ advised the Committee that the Policy had been sighted as a model of good practice through the Matrix accreditation and was aligned to the Gatsby Benchmarks and industry standard. The CEIAG policy aligned strategically to the learner journey and was mapped to the Tutorial Scheme of work and the Education Inspection Framework (EIF).

Stuart Fraser asked whether employers were involved. The IVPCQ replied that the employer engagement strategy focussed on employers. The Matrix report had considered employers and was confident the correct CEIAG process was in place.

Andrew Brown stated that it was important for the curriculum to match the requirements of industry. The IVPCQ responded that curriculum had not been included in the matrix as the College was working towards this.

Approved: The CEIAG Policy was approved for future use.

9. Complaints Annual Report 2018/19

The IVPCQ reported that the College had received 91 formal complaints during 2018/19. No complaints remained unresolved and two complaints had been closed by the Quality team due to the length of time passed.

The number of formal complaints received was decreasing year on year from 100 in 16-17 to 96 in 17-18 and decreased to 91 in 18-19. This year, 84 complaints were resolved at the formal stage, 7 complaints were escalated to the appeal stage, and 1 complaint was referred to the Office of the Independent Adjudicator (OIA). The outcome from the OIA was still pending.

Andrew Brown asked for the basis of the complaint that had been referred to the OIA. The Principal/CEO replied that the complaint concerned a student who had issues with attendance and discussion had taken place about continuing. Attendance was due to personal problems therefore an agreement was made to part refund the tuition fees and other fees. The student was insistent that the fees were paid directly to them and not to the student loans company. This was against College procedure.

The IVPCQ informed the Committee that the average time for completion of complaints in 2018-19 was 29 working days, with only a minority (49%) meeting the target of 15 days. Changes had been made to the process this year and it had been agreed at SLT to improve response time. Complaint tracking had also been reviewed and was reported monthly at SLT meetings.

The Committee were advised that there was a correlation between areas of complaints and the use of the disciplinary process. Quality of Teaching and Learning accounted for 4% of complaints which was a pleasing decrease from 30% in 17/18 and 41% in 16/17.

Agreed: That the current position be noted.

10. Disciplinary Annual Report 2018/19

The IVPCQ reported that student behaviour in the main was good and the recent Induction Survey showed that students felt safe at the College 92%. In 2018/2019 a total of 8 Random Searches took place 2 of which included the provision of a search dog, resulting in a total of 575 students randomly searched. Of the 575 students randomly searched there were 14 confiscations of Drugs/Paraphernalia, 6 suspensions and 12 referrals to Subwize for drugs awareness and intervention.

A total of 263 Stage 2 disciplinaries took place in 2018/2019. The Curriculum Areas that appeared to be making the most effective use of the stage 2 disciplinary processes were Health, Social Care & Science (49), Business & Public Services (49), Motor vehicle (44) and Creative Arts (30) which correlated with the areas for complaints. The disciplinary process within Motor Vehicle had been used to drive attendance.

The Committee discussed disciplinary cases by ethnicity.

The IVPCQ advised that a total of 161 stage 3 disciplinary interventions took place in 2018/2019; 46% were for attendance & progress and 33% took place for Incidents of Gross Misconduct. It was noted that the stage 3 chart was difficult to read and would be replaced with a bar chart.

Andrew Brown asked if there was any benchmarking available between Colleges. The IVPCQ replied that issues could differ dependant on the areas. The College's results were a similar profile to inner city colleges. The Principal/CEO added that attendance in the Borough was low and was a particular issue. There had also been an increase in

issues of violence in primary schools within the Borough.

Stuart Fraser highlighted that only six exclusions had taken place. The IVPCQ replied that exclusions were a last resort but any students that were excluded were signposted to the appropriate services to prevent them becoming NEET.

Agreed: That the current position be noted.

11. English and Maths Update

The IVPCQ reported that there were a total of 225116-18 students registered for English and Maths. Level setting had been completed and all students were enrolled on the correct level. There were 19 students who would be completing the Core Maths this academic year and 39 students who were on the two year programme and would be completing in 2021.

The Committee were informed that there were approximately 150 students who would be completing the Extended Project Qualification (EPQ) this academic year and around 100 learners who would be completing the internally designed Pre-EPQ – managed by the Head of Transforming Learning. There were also 15 students (included in the above figures) who would be taking both the L3 Core Maths and EPQ Qualifications. These students therefore qualified for Technical Baccalaureate status (first time the College has had students qualifying for this status) resulting in a 20% uplift in funding to be used to mentor these students.

The IVPCQ advised that the overall attendance for English and maths was 60%. There were a number of missing register marks which were impacting on this overall figure alongside the impact of new delivery models and changing classrooms. A data cleanse was being conducted to ensure accuracy in reported attendance. The Opportunity Coach for English and Maths had been proactive in contacting identified learners in relation to their poor attendance. Positive improvements had led to improved attendance in those students who had not attended for two weeks.

Stuart Fraser questioned whether the introduction of Century Tech had made English and Maths more interesting for the student and improved attendance. The IVPCQ replied that Century Tech was being used and welcomed in some areas but further CPD needed to be undertaken in other areas. Staff sickness had also impacted on progress at the beginning and there were limitations in the system where it did not link with the College systems. There were some inherent barriers but the College was addressing these. However, there were 2383 registrations on the Century Tech system which was more than the current enrolments and it was therefore being used by apprentices etc.

Andrew Brown asked whether predominantly students were using the technology in class but not outside of the classroom. The IVPCQ responded that some tutors were not undertaking the online elements and the College needed the additional flexibility of people completing when they wanted. The College was exploring adjusting time slots for functional skills as the current sessions were too long.

The IVPCQ reported that as part of the BDC approach to English and Maths, the exam windows had been shared with the curriculum teams, Exams department and Maths and English tutors. All exam bookings would be approved by the Head of English and Maths 16-18 before they were booked. This was to reduce the numerous resits for students.

Stuart Fraser questioned how the Head of English and Maths would assess which students sat on which windows. The IVPCQ replied that the tutors liaised with the Head of English and Maths and agreed to whether the students would go through.

Stuart Fraser asked if there was any sign of improvement of the levels of English and Maths from students coming out of secondary education. The Principal/CEO replied that there were no significant improvements in the Borough.

The IVPCQ summarised the current actions advising that a project plan was being monitored through SLT and an English and Maths student group and regular learning walks were being undertaken to identify good practice. Key focus on chasing outstanding diagnostics, increasing attendance and exploring all options re embedding Century Tech.

In response to AB, the IVPCQ advised that it had to be made clear to students from the start that English and Maths was part of the course from the beginning.

The IVPCQ was thanked for his report.

Agreed: That the current position be noted.

12. Learner Voice Strategy

The IVPCQ reported that the Learner Voice Strategy set out the 'six ways to have your say' approach to student feedback. A lot of activity had taken place around learner voice including pop up surveys, mini Senior Leadership Team, recruitment of a pro-active student union and a survey on the IoT to capture in year experiences. An Exit survey would also be undertaken this year.

The IVPCQ advised that there was an expectation that course reps would attend curriculum team meetings to challenge staff and managers about issues on a daily basis. One of the main issues had been timetabling which had been challenging but was being dealt with day by day.

The Committee were informed that the College had re-mapped the curriculum survey to reach teacher and course level which had slightly delayed the issuing of the Induction survey that would be issued this week. It needed to be ensured that the right areas were covered.

The Clerk added that two Student Governors had been recruited and she was meeting with them the following day.

Approved: That the Learner Voice Strategy be approved for future use.

The IVPC&Q was thanked for his reports and left the meeting.

13. Committee Self-Assessment Feedback 2018/19

The Clerk referred to the proposed actions to address the issues from the Committee self-assessment process. The actions were agreed and discussion took place on point 4.2 – how the work of the Committee made a difference to students. It was noted that all agenda items at the Committee that were discussed, reviewed and challenged had a direct impact on students. The Committee agreed that College performance should be reviewed at each meeting and discussion took place on how the Committee could better support the Executive Team.

The Committee further discussed the remit and business of the Committee and it was agreed that a 'deep dive' into a specific area would be beneficial at each meeting. The business would change dependant on risk areas and priorities at the time.

Approved: The actions to address the issues identified through the self-assessment process were approved.

Action: Deep Dives into specific areas, including English and Maths, to be included on each agenda as appropriate.

14. Review of Committee Terms of Reference 2019/20

The Clerk reported the suggested amendments to the Terms of Reference and these were agreed for future use.

Approved: That the Committee Terms of Reference 2019/20 be approved for future use to be ratified by the Corporation.

15. Committee Schedule of Business 2019/20

The Committee had discussed the Schedule of Business when considering the self-assessment feedback. It was agreed that the core items of business e.g. English and Maths, N2I updates, Balance Scorecard and QIP would feature on all agendas but other business may change to reflect priorities.

Approved: The Committee Schedule of Business 2019/20 was approved to be ratified by the Corporation.

16. Committee Risks

The Committee agreed and noted the risks specific to the Performance & Standards Committee. It was noted that a risk pertaining to HE would be added and this would also fall under the monitoring of the Committee.

Agreed: That the current risks be noted.

17. Date and time of next meeting – Monday 24 February 2020

The Chair thanked all those in attendance for their contributions. The meeting closed at 6.40pm.

Agenda Item	Action	Responsibility	By (deadline)	Update
Ongoing	The Committee to ensure that the Corporation are aware of the substantial governance changes with regards to Higher Education.	Chair	Ongoing- next Corporation Meeting.	Ongoing
10.	Stage 3 data to be replaced with a bar chart to make it easier to read.	IVPCQ	Next Meeting	
13.	Deep Dives into specific areas, including English and Maths, to be included on each agenda as appropriate.	Clerk	Next Meeting	