



**Minutes of the Meeting of the Performance & Standards Committee, held on Monday 26 November 2018, 6.00pm in the Boardroom.**

**Present:** Stuart Fraser (Acting Chair)  
Yvonne Kelly (Principal/CEO)  
Doug Trengove (Staff Member)

**In attendance:** Victoria Eastwood (Clerk to the Corporation)  
Caryn Swart (Chief Operating Officer)  
Brendan James (Head of Higher Level Skills – up to Agenda Item 5)

**1. Apologies for absence**

Apologies for absence were received from Sarkis Mazmanian.

**2. Declarations of Interest**

Governors were reminded of their responsibility to declare an interest in relation to specific items on the Agenda if appropriate. The Vice-Chair declared an interest in Agenda Item 5.

**3. Minutes of the Previous Meeting – Monday 11 June 2018**

The Minutes of the previous meeting, held on Monday 11 June 2018, were agreed as a true and accurate record.

**4. Matters arising**

An update on outstanding actions from the June 2018 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 |

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

It was agreed that Agenda Item 16 would be brought forward to allow the Head of Higher Level Skills to present his report and then leave the meeting.

**(16). HE Self-Evaluation Document (SED)**

In response to a query from the Chair, the Head of Higher Level Skills (HHLS) confirmed that the Minutes from the HE Academic Board had been included as part of the HE reporting structure to the Committee. The Minutes were noted.

The HHLS provided the background and process for the HE Self Evaluation Document (SED) and advised that it demonstrated reliable and robust systems from which the Committee could be confident in the academic assurance of HE.

The Committee were informed that the HE Induction survey showed improvements across 23 approved scores. The Chair asked from the 105 respondents what was the percentage from the student population. The HHLS confirmed that this was c30%. The Chair further queried how the response rate could be improved. The HHLS responded that there was the option to incentivise students but the national survey had strict guidelines for the survey process. The College ran the surveys electronically making them very accessible and constant reminders were issued when students logged into their PC's. Historically the student forum had also been asked if there were any topics that they thought should be included.

The HHLS advised that formal complaints had decreased significantly in 2017 from 18 to 7 – a reduction of 61%. In addition, achievement had increased overall by 7% and there had been an increase in achievement for Honours and HND students

The HHLS stated that there was an issue with retention and achievement for mixed ethnicity students (13 students) and an action plan was in place to address these issues. There had also been a marginal decline of female participation over time and actions to address this included different approaches to recruitment and targeted marketing strategies.

The Chair questioned whether Marketing resources within the College had been increased. This was confirmed.

The Chair asked if there was a plan to ensure all targets were delivered. The HHLS advised that an action plan was in place which was contextualised to each area and monitored through different periods. Progress would be provided at the next meeting.

The Chair queried whether employer relationships/work placements were monitored. The HHLS stated that these were measured through programmes into employment. The Principal added that this was an area for development.

The Chair stated that considering the contents of the report and the subsequent discussion at the meeting, he felt that he could report positively to the Corporation at the December Meeting. The Principal added that the SED action plan would monitor areas for improvement and progression between Levels 3 and 4 and would require further attention.

The Chair asked if there were any key areas that required specific focus. The HHLS replied that the action plan provided specific detail by programme. The Principal advised that further scrutiny would be required on progression and external recruitment opportunities. Currently the quality of provision was improving against a background of declining numbers. A separate report would be provided at the next Committee Meeting detailing actions to be taken to secure an increase in numbers for HE provision.

The Chair asked if there had been any response from the Office for Students (OfS). The HHLS confirmed that the College were still awaiting confirmation. He added that the QAA Quality Code would be released at the end of the present week.

**Action: A separate report on actions to secure increased numbers for HE to be provided at the next Committee.**

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

*The Head of Higher Level Skills left the meeting.*

**5. Appointment of Chair & Vice-Chair of the Corporation**

The Clerk reminded Members that Mr Stuart Fraser had been appointed as the Vice-Chair of the Committee at the March 2018 Meeting but that discussions regarding appointment of Chair had been ongoing.

The Clerk advised that after further discussions, Sarkis Mazmanian had agreed to act as Chair of the Committee if the Committee were in agreement. This was approved.

**Approved: That Sarkis Mazmanian be appointed as Chair of the Performance & Standards Committee.**

**6. Performance & Standards Schedule of Business 2018/19**

Discussion took place on the contents of the schedule of business and it was agreed that some reports could be combined under the umbrella of Quality Assurance to reduce volume.

The Chair stated that it would be beneficial for the Corporation to receive a report on the College's approach to knife crime and gangs as highlighted by the Ofsted Chief Inspector during her visit to the College. It was agreed that the Director of Student support would provide a presentation at the next corporation meeting.

**Approved: The Schedule of Business was approved for future and would be revised as appropriate.**

**Actions: The Schedule of Business to be reviewed to combine some reports under Quality Assurance.**

**The Director of Student Support to provide a presentation at the December Corporation Meeting on the College's approach to knife crime and gangs.**

**7. Performance & Standards Committee – Terms of Reference**

Governors were reminded that it was good practice for all Committees and the Corporation to review their terms of reference at the beginning of each academic year.

The Clerk proposed that item 6.5 was removed from the existing terms of reference as the remit for staff development and performance issues was the responsibility of the Policy & Resources Committee and a thorough report was provided by the Executive Director – People & Organisational Development at each Policy & Resources meeting. The Clerk added that the Committee could be assured that development and performance issues were considered within the Strategic Directions/Operational Deliverables reports when addressing areas requiring improvement.

The Committee approved the Clerk's proposal and no further changes were made to the Terms of Reference.

**Approved: The Committee Terms of Reference were approved, subject to the proposed amendment, for 2018/19.**

**8. Curriculum Links Update**

The Clerk reported that five Governors had established links with their Curriculum Area and all had either already had a second visit or a further visit was planned. Feedback from Governors and Curriculum Managers had been very positive.

Further work would take place on those Governors who had not yet engaged in the links programme and a complete report would be provided at the March Committee Meeting.

**Action: That a Curriculum Links report (providing the perspective from Governors and Curriculum Managers) be provided at the March Committee Meeting.**

*It was agreed that Agenda Items 9 and 10 would be taken together.*

**9/10 Draft College SAR 2017/18 Update/Quality Improvement Plan (QIP) 2017/18 – Final Update**

The Chief Operating Officer (COO) advised that the Quality Improvement Plan (QIP) underpinned the Self-Assessment Report (SAR) and that the SAR assessed actions on the QIP. The SAR was still in the process of being validated and Andrew Brown had joined the panel for the curriculum SAR validations.

The COO reported that the presentation summarised the key findings of the SAR process for 2017/18 and in doing so, the key strengths and areas requiring improvement had been identified in line with the Common Inspection Framework (CIF).

The Committee were provided with the strengths and areas for improvement in the following areas:

- Quality of Teaching and Learning
- Personal Development, Behaviour and Welfare of Learners
- Outcomes for Learners
- Leadership and Management

The Chair asked for an example of the extensive experience and skills of vocational practitioners within the College. The COO replied that all staff must have a level five in their vocational trade alongside a teaching qualification. A lot of staff still practised in their areas as well as teaching e.g. trade chefs.

The COO advised that many lessons within the College were sitting at good but the number of lessons sitting at excellent needed to be increased.

The Chair asked whether it was the performance of tutors or the content of lessons that required improvement to excellent. The COO advised that the issue was mainly the content and planning of lessons.

The Chair questioned whether the table under outcomes for learners should be presented with bullet points explaining the background context to make it easier to understand. This would be considered.

The Chair referred to the significant improvements across all levels within Adult provision and asked if there were any specific characteristics to explain the improvement. The COO responded that ESOL provision was excellent and it was intended to share good practice from this area across the College.

The Committee were advised that the full SAR would be presented to the Corporation at the December Meeting.

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

**11. Teaching & Learning Strategy 2018/19: Framework for Learning**

The COO reported that the approach to teaching and learning was the same framework as the previous year and included a firm commitment to providing 'more than a qualification'.

The framework confirmed a commitment to ensuring that mechanisms to promote excellence in practice were consistent and outlined six key aims which focused on:

personalisation, target setting, enhanced English, Maths, and digital skills development, T shaped skills, excellence in vocational teaching and assessment and an individualised approach to progress tracking and assessment.

The Chair asked if there were any elements that required further attention. The COO reported that actions were covered by the QIP. It was noted that the pool of lesson observers had been reduced to ensure a clearer focus on skills and good practice including peer assessments.

**Approved: The Teaching & Learning Strategy 2018/19 was approved.**

**12. English and Maths Update**

The COO reported that only one third of the new student intake had the required grades for English and Maths at level two.

The College was changing Awarding Body to Pearson a pilot was taking place at levels one and two to see if this Awarding Body will better serve our learners. Around 80 students are participating in the pilot and Pearson is briefing staff on its resources to support teaching and learning.

In response to a query from the Chair, the COO clarified that Functional Skills was a national test and many awarding bodies did not contextualise to the subject areas. The Staff Governor added that Functional Skills were aimed at students the wrong age which caused issues for students trying to understand the context of the questions. The committee were advised that functional skills were about to be reformed and an update would be provided as soon as possible.

The Staff Governor queried which group the 73 learners that had received Grade 4 or higher in Maths belonged to. The COO confirmed that this was both 16-18 and Adult learners combined.

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

**13. Induction Survey 2018/19**

The COO stated that individual area reports were still to be finalised but that this year had started much better than the previous year with an increase in possible outcomes across all questions other than Prevent. The number of students who could articulate their awareness of Prevent required improvement but this was possibly impacted by the timing of the survey. Tutorial schemes were planned to revisit and address this in coming months and the college would retest awareness of this through Pop-up mini surveys in February.

The Chair highlighted the question regarding students feeling safe at the College. The COO stated that there had been an incident outside the College that had unnerved some students at the start of the year, made worse by the use of social media. Focus Groups had taken place to help address any concerns.

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

**14. Complaints Annual Report 2017/18**

The COO advised that there had been a reduction in the number of formal complaints and an increase in compliments. Areas with higher numbers of complaints were the areas under Notice to Improve (NTI).

The Chair asked if there was a complaints SAR in place. The COO responded that this was included within the whole College SAR. Most complaints, however, were instantly

resolved.

**Agreed: That the Report be received.**

**15. Apprenticeship Reforms & Levy Progress Update**

The Principal reported that Levy funding performance was weak at 24% of target £366,142 against a target of £1,400,000.

In response to a question from the Chair, three changes to drive up apprenticeships were identified as:

- The 10 per cent fee small businesses have to pay when they take on apprentices will be halved.
- From April 2019, an increase from 10 to 25% in the amount levy-paying employers will be able to share with smaller organisations.
- From April 2019 unused levy funds will revert to the Treasury

The Committee were informed that the final overall combined achievement rate was 63.7%. This comprised of 16-18 63% 19-23 years' 67% and 24+ years 57%. This actual achievement rate was 3.1% below the predicted achievement rate of 66.85% and 4% below the national average.

The number of legacy and at-risk learners carried over from previous years had a significant impact on success for 2017/18. Individual action plans and notices to improve (N2Is) led to improvements in low performing legacy areas and the completion of a proportion of previously at-risk learners. However, expected achievements from partnership provider FWD (finance apprenticeships) and Project Management, as well as in year underperformance in Plumbing and Electrotechnical had an adverse impact on end of year Qualification Achievement Rate (QAR).

The Principal reported that the College's 2018-19 annual levy pot grows at £5,517 per month. The current balance of the account was £43,360. The College expected to spend £4,454 per month to support its existing apprentices. Planned activities were underway to enrol more apprentices to use up its existing funds and enter co-investment in December 2019.

The Chair queried the total variance figure for non-levy provided within the table on page three of the report. The Principal advised that she would clarify this.

The Principal referred to the apprentice income targets actual to date at £1662,902m with a further c2m to come in by year end. She advised that this was a hotspot and risk line for the Board and a risk line report would be provide at the December Corporation Meeting.

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

**Action: Apprenticeship Risk Line Report to be provided at the December Corporation Meeting.**

**16. HE Self-Evaluation Document (SED)**

*This Agenda Item was discussed at the beginning of the Agenda.*

**17. Disciplinary Annual Report 2017/18**

The COO reported that there was a robust Disciplinary and Behaviour policy (stages one to three) in place which had been revised to ensure that Curriculum Teams made better use of disciplinary procedures linked to attendance, punctuality and progress. There was

clear indication that the use of the Stage two process to improve attendance, punctuality and progress was effective. However, further work was required within a minority of curriculum areas to improve disciplinary interventions at Stage two. Currently there were 114 students at Stage two which was a similar pattern to the previous years.

In response to a query from the Chair, the COO advised that all disciplinaries were recorded on the E-tracker system to ensure the full picture for each student was available.

The COO advised that the College had a close relationship with the Metropolitan Police and Youth Offending Team and were present on the Police Ward Panel. The College took its duty of care for students very seriously.

Agreed: That the Report be received.

**18. Any Other Business**

There was no further business.

**19. Date and time of next meeting – Monday 18 March 2019, 6.00pm.**

The Acting Chair thanked all those in attendance for their contributions. The meeting closed at 7.50pm.

| <b>Agenda Item</b> | <b>Action</b>   | <b>Responsibility</b> | <b>By (deadline)</b>               | <b>Update</b>  |
|--------------------|---|-----------------------|------------------------------------|--|
| 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  |
| 6.                 | The Schedule of Business to be reviewed to combine some reports under Quality Assurance.  | Clerk                 | March 2019                         | Under review for each meeting – a Teaching & Learning Update report has now been included within the Business Cycle. |
| 6.                 | The Director of Student Support to provide a presentation at the December Corporation Meeting on the College's approach to knife crime and gangs. | Clerk                 | December 2018                      | Complete   |
| 8.                 | Curriculum Links report (providing the perspective from Governors and Curriculum Managers) be provided at the March Committee Meeting.            | Clerk                 | March 2019                         | Complete – Included on March Agenda.   |
| 15.                | Apprenticeship Risk Line Report to be provided at the December Corporation Meeting.   | Principal             | December 2018                      | Complete   |
| 16.                | A separate report on actions to secure increased numbers for HE to be provided at the next Committee.   | HHLS                  | March 2019                         | Complete – Included on March Agenda.   |