

Curriculum & Quality Committee Minutes

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Date	Monday 28 October 2019
Time	5.00pm
Location	Board Room
Present	Dr Mary Kiernan, Brian Redshaw, Paul Wingfield, Tony Warner (Staff), Rachel Nicholls (Acting Principal), Lionel Muskwe (SU President) and Artur Vysocij (Student Governor)
In attendance	Julian Kirkpatrick (Assistant Principal) Angela O'Reilly (Acting Vice Principal Curriculum & Quality) Greg Hanrahan (Managing Director – Business Services) Laila Bentley (Executive Director Student Services) Cheryl Thompson (Director of Quality) Joanne Ulyatt (Director of Governance)
Apologies	Angie Morris and Roy Bird (Staff)

Decisions taken at the C&Q meeting held on 28 October 2019

Ref	Decisions
C3/19 Para 3	Minutes of the meeting held on 26 June 2019 were agreed and signed.
C7/19 Para 9	The Annual Complaints and Compliments Report 2018/19 was recommended to the Corporation Board for approval.
C8/19 Para 13	The policy P820 Safeguarding Children was approved.
C8/19 Para 15	The Safeguarding Annual Report 2018/19 was recommended to the Corporation Board for approval.
C10/19 Para 20	The KPI targets 2019/20 were approved.
C15/19 Para 26	The Committee Terms of Reference were recommended to the Corporation Board for approval.

Actions arising from the C&Q meeting held on 28 October 2019

Ref	Decisions
C7/19 Para 8	CT to double check the numbers reported in the Annual Complaints and Compliments Report 2018/19 that were deemed confusing.
C10/19 Para 19	Update on attendance requested by governors from CLs in 4 weeks' time in order to make a decision whether to call a special meeting to focus on attendance issues

C1/19 Welcome and Apologies

1. Apologies were as noted above.

C2/19 Declarations of Interest

2. Declarations of Interest were as listed on the agenda.

C3/19 Minutes of the previous meeting (26 June 2019) and Actions Arising

3. Minutes of the meeting held on 26 June 2019 were **agreed** and signed.
4. All actions confirmed complete. PRC HNC/D provision will be overseen by C&Q going forward.

C4/19 Achievement Outturn 2018/19

5. Report on outcomes for last academic year with an overview of a range of metrics. There was good news around the confirmed improvement of 5.4% on achievement for the whole of College against 17/18 results. Work still to be done in terms of outcomes for learners was identified and variance against averages was highlighted. Apprenticeship performance was also covered; difference between subcontract performance and direct delivery was outlined. There is work to do internally in relation to direct delivery. Key areas of focus were outlined, including SSA benchmarking analysis against any other provider in the country offering similar provision with RAG rating; there is quite some work still to do to get all areas up to the level they should be.
 - Governors queried the drop in performance in Business; Business has underperformed over 5-6 years due to a number of variables that are not in isolation, including poor leadership and staffing issues. There is confidence that the new Head of Faculty appointed in January has a handle on what needs to be done but there are issues from a staffing point of view. Some changes have been made to the curriculum provision to address some troubled courses.
 - The report puts on the radar exactly what areas governors need to focus on; there are pockets of good practice but also some poor practice. Link governors have been attached to all curriculum areas and the CAR process will also target those in need of support. Some tough decisions are being made to cut courses where provision has not been able to be adequately delivered. A significant improvement in year is acknowledged, but the College cannot be blind to some of the real areas of concern which are well below national average which means students in those areas are not getting a good enough experience. There is a need for Link Governors to visit their areas this term to begin the process before the next C&Q meeting; AoR/CT will develop a new template to be completed by HoFs and verified by CT which outlines to Link Governors the key areas of focus and required improvement to help drive discussions. Management are reviewing at a granular level on a course by course basis. Governors suggested that HoFs are asked to attend the next C&Q meeting in February in order for governors to shine a light on issues and ensure they are supported but accountable.
 - It was noted again that delivery models in 2018/19 have impacted on outcomes as the long and thin nature hampered students in terms of being aware of their progress and leaving too much assessment to the end of the course. There is still work to do around pass rates in order to meet national averages. Staff attitude and behaviour is also being targeted in terms of a culture of accountability.
 - Governors noted that the focus of the report is on FT results but apprenticeship provision is not good enough and the same spotlight should be shone on apprenticeships due to the dip seen in year. This will also be picked up in part through Link Governors. The table presented shows apprenticeships of all ages overall and timely, not split by direct and non-direct; at the levels achieved this will see the College

emerge from intervention. It was noted that this provision is also considered by the Subsidiary meetings and Risk Management meetings. A steer for Link Governors in relation to these areas will also be included in the additional documentation to be provided prior to each Link visit. Legacy issues that have plagued some of the direct delivery were also noted. The SAR will be under a validation process this week and will look at actions to be put in place for this academic year, particularly around ensuring the right staff with the right qualifications. The impact of moving some apprenticeship end dates from 18/19 to 19/20 were discussed, noting that achievements will still come in.

- Governors requested that management unpick the apprenticeship dip and report on this at the next meeting, including the strategies going forward.
- Governors asked what the impact would be of bringing APT in-house rather than operating it as a subsidiary in order to drive up apprenticeship rates. Of a total of 139, APT accounted for 41 leavers last year and achievement was 89%. In terms of carry in this year APT only has about 4 learners that will hit PRC figures as most will go against their own contract due to their RoATP registration. Subsidiary arrangements are not always favourable in terms of duplicated costs, etc. but can give additional opportunities to market the provision separately. This needs to be considered as part of a larger piece of work looking at an options appraisal of group subsidiaries.

C5/19 APT – Post Inspection Action Plan

6. An update was provided following the Ofsted early monitoring visit for new providers that APT underwent, reporting the outcome as having made reasonable progress which is a very good result and confirms APT are doing a lot of things in the right way. The Action Plan will be added to the pack following the meeting. Areas for improvement were summarised and a QIP is being developed; APT must have its own fit for purpose QIP, it cannot just be included in College QIP. The impact will be monitored quarterly. APT is doing well, making a surplus and results are quite good.
 - Governors discussed how much time to dedicate to APT at C&Q, given how small it is; FGP monitor the financial aspects. It was agreed that the QIP will be actioned and C&Q will review at the end of the year unless there are issues arising that C&Q need to be alerted to in the meantime.

C6/19 CPD Analysis of Summer Development Sessions

7. An overview was given of CPD activities offered in July 2019. Appendix 3 outlines all of the themes pursued to improve quality of provision which were informed by Ofsted and CAR reviews. Session overviews were provided; sessions were very well attended and a flavour of feedback from staff was provided. Business Support were also included in the CPD sessions as a whole college approach is needed to achieve the Getting to Good Strategy. A group approach with NCS is being planned for July 2020. Outcomes from the sessions will take time to embed but the team are pleased with the feedback and what they are already seeing in pockets throughout the College.
 - Governors noted this was a very thorough and sensible programme offering and asked if staff participation is logged so it is clear who has attended; GoogleForms was used for all bookings which is maintained as a record of attendance. Governors also asked what was used to inform the comprehensive programme; takes into account student views plus feedback from forums, focus groups and Ofsted.

- Governors asked about the strategies in place to assess the impact of the sessions; impact will be seen in data outcomes, narrowing gaps in SSAs, reporting on TLA at each committee meeting and CARs should also be drawing synergies between CPD and its impacts. The Quality Team are now talking more to staff about CPD and the impact on their delivery in the classroom.
- The use of Google Classroom is increasing week on week; students are happy with it but there is a mixed reaction from staff which may need to be addressed. A working group for ILT is being set up and best practice being shared. Teams are being used for peer coaching across groups and learning communities are the direction of travel and work in progress.
- Students feel surveys need to include comment boxes in order to give better feedback; qualitative feedback could be more prominent rather than restrictive tick boxes.

C7/19 Annual Complaints and Compliments Report 2018/19

8. A detailed summary of formal and informal complaints and compliments was presented, also highlighting next steps.
 - Informal complaint number has risen due to change in approach. Formal complaints recorded only if a letter is received rather than just niggles in faculty areas.
 - *Governors requested that numbers reported are double checked as there was some confusion over some.*
 - The way in which data was collected in 2018/19 has not enabled efficient reporting; some of the terms are too broad and do not give any context. Discussions were had around how to collect information going forward. Whilst the report does show that there have been some issues and complaints from students that are broadly in line with a college of this size, the types of complaints need categorising to give enough detail on where there should be concern and focus. Link governors need to be able to see where issues have been upheld. A different format is being planned for 2019/20. Governors noted that complaints data could be incorporated into the additional data to be provided for governor link areas so that governors could explore this further during visits.
 - Communication between staff and students at all levels should be an area of focus.
 - The committee discussed diversity in terms of whether there is anything underlying whereby some groups might not feel they have a voice being heard; it is felt that complaints received are reflective of the student body but this could be looked at further.
 - Future reports require further context, for example including the number of students in areas where complaints are raised. It is important that complaints are used as a learning tool to ensure lessons learned.
 - Governors asked if students know the channels for complaint; information should be given at Induction regarding the complaints process. RN noted that successful colleges have a powerful student voice and PRC is working hard through ASLs, Student Services Team, SU, etc. to engage with students which is really positive. Student governors suggested the addition of a Student Feedback button to the Portal to make it easy for them and to highlight anonymity to encourage feedback. It was noted that Student Voice does appear quite strong from the number of complaints received.
9. Subject to checking the numbers, the Committee **recommend** the Annual Complaints and Compliments Report 2018/19 to the Corporation Board for approval.

C8/19 Safeguarding Annual Report 2018/19

10. Report against key areas monitored and activities carried out over the year along with impact.
11. One error in report noted – page 57 paragraph 2 line 2 states decline of 4.2% but should read 2.6%.
12. There has been an update in KCSIE for 2019 so the policy has been updated accordingly; appendix 2 to be added to pack after the meeting as missing. The amendments are small changes based on the changes in legislation and have been through SLT and the E&D group. *Policy P820 Safeguarding Children to be circulated outside of meeting for approval.*
13. Following circulation outside of the meeting the committee **approved** the policy P820 Safeguarding Children.
14. A summary of progress made with mental health support was provided. Through the PDBW action group a mental health procedure is being finalised; there is a lot of support available but it is not always as efficient or impactful as they would like so the group are looking at how to work more collaboratively. As part of this work they are also looking at mental health support for staff, and there are other holistic activities already ongoing, for example the Time To Care session for staff that the H&S team organise. Staffing and HR related reports are taken to FGP. PRC have signed up to the AOC Charter on Mental Health. Mental health is a challenge nationally and services available in the local area are not sufficient. Student Services are working closely with curriculum teams and doing all they can to support and retain students.
 - *Governors noted that the report records 19 gang related Safeguarding Meetings; it was confirmed that whilst knife crime is prevalent in Peterborough, there are not gang issues in College.*
 - *Governors queried whether there is confidence that subsidiary staff are undertaking the mandatory training; subsidiaries go through an audit and due diligence process which determines what is appropriate/relevant to them. All staff are compliant with mandatory training and it is the responsibility of the individual subsidiary boards to ensure that they are satisfied that these requirements are met. In terms of agency staff, the agency is responsible for ensuring mandatory training is complete and this is checked by HR against a checklist on engagement.*
15. The Committee **recommend** the Safeguarding Annual Report 2018/19 to the Corporation Board for approval.

C9/19 Electrical Update – EQA Report

16. Update around historical issues faced, reporting that following a whole team effort the College now has a low tariff and has a FT electrical lead in place.
 - *Governors congratulated the team.*

C10/19 KPIs

17. Paper presented to agree outputs for last academic year and approve metrics for 2019/20. 18/19 targets were not met but were challenging. Some targets were not able to be set lower in order to be realistic as they would have been unacceptably low in terms of aspiration, therefore challenging targets were set using national benchmarking data.
18. Disappointing attendance data for 19/20 so far was noted and some areas where things have gone wrong were outlined, including issues with timetabling and

groupings and a range of register issues which have plagued the last few weeks. Every effort is being made to resolve register issues but it is slow progress.

19. Actions taken to date were highlighted.

- RN noted her disappointed about where we are and a perceived lack of energy, effort and attention to detail which consequently has all staff playing catch up. Standard processes around timetabling, registers and enrolment are far too lax here; SLT and all staff are working hard to resolve issues but the lack of urgency in some areas is frustrating. Teaching staff who have been really keen to engage with Steps To Success are being frustrated by a lack of data. RN does not believe attendance is as bad as it looks, noting there is likely a number of duplicates and issues with transfers, and a number of other variables that have impacted severely, so it is an absolute priority to clean the data in order to then address areas that are not improving. MIS should be prioritising this for rapid action. *Governors requested an update at the end of the next four weeks from CLs from each area in order to make it a priority and provide support; governors will receive the attendance data and then make a decision whether to call a special meeting to focus on these issues.* Governors requested that the management team continue to try to resolve this with MIS and to highlight any significant areas where staff feel they feel they are not being supported by MIS.
- Governors asked if the MIS team requires more capacity; they have added to the staff team recently and another request is coming through this week. Resource has been bolstered at the lower data entry level but there may be a need to bring in a consultant at a higher level, however perception in the College also needs to be considered following the redundancies made, however this is a very precise need with a very specific brief. This is on the SLT agenda to consider this week.

20. The Committee **approved** the 2019/20 KPI targets which were considered fair but stretching.

C11/19 2019/20 Induction Report

21. Report of induction and survey conducted by GoogleForms. This has been circulated to HoFs for attention and improvement for next time inductions are held.

- Student governors noted that they are given the Student Charter but there is not really any further reference to it throughout the year; quizzes during tutorials to see if students have read it were suggested.
- Interested that given work experience focus low numbers? – highlight next to graph where commentary required to explain areas that look poor.
- Target grades were discussed and governors expressed disappointment that the calculator for target grades was not delivered by MIS; having only just been uploaded to ProMonitor it is now too late to tie into next steps. This has presented some challenges and frustrations. Governors advised that MIS personnel and how to support the area must be considered.
- Governors asked if students can check grades from assignments on the portal; they can and this can also be accessed from outside of college. Access for parents was discussed but this is largely prohibited by data protection regulations. There is a balance to be achieved in this regard because students are not at school but they are also not at university; the College wants to promote independence but also needs parental support and engagement. Ways to further engage with parents are being looked into. There is a feeling from students that target grades entered on mid-term reports are not always realistic which can cause issues for students with their

parents; MTG grades can be quite demanding to achieve so there may be a need for further explanation for parents about what they mean, how they are generated and how they translate into the mid-term report.

C12/19 Teaching, Learning and Assessment Report

22. Report on reviews with teachers in classrooms, including pre-dialogue undertaken before observations. This continues from work started last year when RN and AOR arrived to get teachers to be much more accountable with the Quality Team supporting. New paperwork reflects the move to EIF. One CAR has been completed and feedback will be sought to see how the process went and if the documents require any tweaks. There is review paperwork in place for teaching staff, ASLs and assessors all with a different emphasis in relation to their different job criteria to try to ensure they are completely supported to improve practice.
- The look of the report and how data is collated from the different CARs was discussed. Last year it was a very manual process but it is now being inputted onto ProObserve database to enable the running of a report which should very quickly identify emerging themes for where support is required. Also trying to capture a CPD element. There may be some tweaks to the documentation as outcomes from inspections in other colleges are made available.
 - Governors queried where the impact of CPD is recorded; there is an action plan. A CPD recording system is being rolled out for staff to log all of their completed CPD and HoFs are starting to do learning walks each week and areas that require improvement will then be considered for CPD activity. Governors advised it would be useful when carrying out pre-observation dialogue to ask what impact CPD undertaken will have on practice.
 - In reference to the third bullet point relating to a review of learning, governors queried whether the Quality Team has the appropriate skills to carry this out; it is felt that the Review Team do have the necessary skills to carry out effective observations. In terms of the technical aspects, Ofsted inspectors would also not be subject specific now so there are arguments for and against whether subject specific observers are essential.
 - It was noted that governors will be given a half year update on progress.

C13/19 Curriculum Area Review

23. Comprehensive paper provided with calendar of CARs and health checks. Now starting to hold SAR panels with full results and there may be a need to add some ad hoc health check reviews in light of this activity.
- It was clarified that poor performing faculties who had a CAR last year will have a health check this year to review the CAR outcomes and progress since. They must be given reasonable time to implement changes before the health check is undertaken. The CAR calendar operates on a bi-annual basis. If a health check is undertaken and there are still issues, the faculties have QIPs and can be put in special measures to work with the Quality team because data is so poor. The health checks aim to measure the distance travelled with the actions set, and whether any further actions are required.
 - Governors asked what they can expect to see in terms of evidence; governors will be invited to attend moderation panels to go through the data reports and will receive data grids.

- Governors can be assured that amendments are being made to reflect changes with Ofsted and ensure that the right areas are being targeted in the biannual plan.

C14/19 Subcontractors & Subsidiaries Quality Assurance Process

24. A report was provided giving an overview of QA processes and associated documents used when going out to audit which have been recently reviewed. Expectation setting and reporting mechanisms are in place. Outcomes of each audit undertaken will come to the Committee.
 25. Missing appendices will be added to the pack on Board Intelligence, which includes a clear handbook for subsidiaries and subcontractors, and a reporting system to complete. There is currently a focus in the sector in terms of quality of subcontracting and funding and the College have done a lot of work to tighten up processes which it is hoped will give assurance to governors about the processes in place.
- Governors noted a great deal of work has gone into this and thanked the team for their hard work.

C15/19 Committee Terms of Reference

26. The committee **recommend** the revised Terms of Reference to the Corporation Board for approval.

C16/19 Date of Next Meeting: Monday 18 November 2019 – SAR Review

27. There being no other business the meeting was declared closed at 7:30pm.
28. All missing appendices were uploaded to the papers immediately after the meeting.