Minutes of a Meeting of the Quality and Equality Advisory Committee held on Wednesday 13 June 2019

Present	Mr B Armstrong (Chair)
	Ms T Aust (Principal)
	Mr J Bolt
	Ms C Singh
	Ms A Patterson
	Ms R Vazdoaga

Also present	Mr J Allen (Clerk)
	Mr D Evans
	Mr G Baker

The meeting commenced at 6.00 p.m.

WELCOME, APOLOGIES & DECLARATIONS OF INTEREST

58.   The Chair welcomed everyone to the meeting. There were no apologies. There were no declared interests against any of the agenda items.

MINUTES

59.   It was **RESOLVED** that the minutes of the meeting held on 06 March 2019 be confirmed as a correct record of the meeting (Paper 1).

SUMMARY ACTION LIST & MATTERS ARISING

60.   The '*Summary Action List'* was received (Paper 2) and the following updates were made available against each of the action points from the previous meeting:

MIN REF	DETAILS OF RESOLUTION/ACTION POINT	COMMENTARY / UPDATE FOR MEETING 13 JUNE 2019
44	It was **AGREED** for the June meeting to look at the governance section in the PIAP to review the progress made with specific reference to show how Governors have challenged to impact continuous improvement.	Agenda item
45	The Principal reported that the proposed new Ofsted inspection framework that is being introduced from September 2019 will be outlined in the Executive Report at the April Corporation meeting. It was **AGREED** to further support this with a presentation at the May strategy meeting or the July Corporation meeting.	Actioned at the May Strategy Meeting

46	HE: Following the Governors' Strategy Meeting held in February, the Committee received confirmation that a further update is to be made available at the May strategy meeting.	Agenda item
50	Governor Link Visit Reports: It was agreed that when all reports have been received for these to be made available to Chair for him to produce a summary of the visits. The summary to then be subject to a facilitated discussion at the scheduled strategy meeting in May to identify common themes and issues arising from the visits.	To be an agenda item at the July Corporation meeting.

61.   It was **RESOLVED** to note the '*Summary Action List'*.

HIGHER EDUCATION STRATEGY REPORT

62.   Ms Lehmann attended this part of the meeting to present the HE Strategy Report (Paper 6). Also made available at the meeting was the updated predicted HE enrolment figures based on current offers.

63.   Last years HE enrolment number was 160. For 2019-20 the most realistic picture based on no growth in HE numbers is for a total of 152, which then impacts onto 2020-21 and 2021-22, with numbers forecast to be 158 for both years.

64.   The Committee sought assurances on the forecast of 152 in terms of how realistic is such a figure, bearing in mind previous under recruitment of HE students against budgeted targets. It was confirmed the forecast is based on internal progression numbers which makes the forecast more realistic and achievable. The high risk is external applications due to fierce HE competition. There are another 70 external applications but none of these have been included in the forecast of 152.

65.   In terms of opportunities for growth, the following was noted:

- Exploring new partnerships with local universities to look at new opportunities like year zero courses and progression agreements.
- Maintain the College's high quality niche provision with clear progression routes and good outcomes for students. Explore other specialist or niche areas.
- Expand current offer to possibly include HND Business, HND International Travel, HND Performing Arts, Bio-Medical Science and HND Sport.
- Exploring partnership opportunities with other Colleges/institutions.

66.   The Committee asked if there was any potential arising from the Auger Review? In response the Principal stated that it was still unsure of the impact of the Review. Hopeful that it will bring about some positive changes, especially around funding rates.

67.   As there is an 18 month lead time for new courses there is a need to make available an HE strategy paper in the next few months so that the College can be in the position to promote 2021-22 course opportunities. It was **AGREED** to receive the first draft of a 'considered' HE Strategy paper at the October meeting of the Committee.

68.   In terms of the quality of HE provision, the following was noted from the report:

- ➢ Consistently high rates of progression to further study or employment (86%).
- ➢ Consistently high quality of assessment, this is evidenced through positive feedback from External Examiners.
- ➢ Widening participation through giving students a high level of support. This enables them to transition successfully to higher levels of study and to become more independent learners.
- ➢ High quality of teaching by experienced industry professionals who are also qualified teachers.

69.   The Committee welcomed these positive quality points.

70.   The registration with the Office for Students (Ofs) is based on the College meeting ongoing conditions of registration, and these were listed in the paper.

71.   The Office for Students will monitor each condition for registration through data that is available on the College's website and also metrics collected through the ILR and data annual data returns that are made directly to the Office for Students. If the Office for Students is concerned that the College is not continuing to meet the ongoing conditions of registration they may recommend a full quality assessment by QAA.

72.   During the regisration process a quality concern flag was given to the college by the Office for Students for non-continuation rates (early leavers) under condition B3 (B3-The provider must deliver successful outcomes for all of its students, which are recognised and valued by employers, and/or enable further study). This has been flagged with other colleges too. The Office for Students will monitor this anually through the College's ILR return to ensure improvements are made and sustained.

73.   It was **RESOLVED** to note the report.

(Ms Lehmann left the meeting at this point)

DATA DASHBOARD REVIEW

74.   It has been agreed for the data dashboard to be an early agenda item at all meetings of the Committee and for the meeting to review in detail those KPIs that fall under the committee's remit, these being teaching, learning & assessment and the attendance. Subsequent agenda items and reports are linked to the data dashboard.

Teaching, Learning & Assessment (TLA):

- Teaching measures for TLA are:

  - ➢ Assessment and progress
  - ➢ Attendance
  - ➢ Engagement in learning
  - ➢ English & Maths
  - ➢ Meeting needs
  - ➢ Personal Development

- There is an improved position from the same point last year in all the 6 areas, with 3 of the 6 areas also having met or exceeded the College target. In 2 of the remaining 3 areas, the College target for green was met or exceeded. Particularly in the area of meeting needs, where significant development work has been targeted, improvement is most evident.
- Included in the analysis are a high proportion of 'Developmental Learning Walks' which are observations to determine whether teachers have applied the support offered to them from Teacher Improvement Plans (TIPs). These observations are undertaken with staff who didn't receive a green LW and will therefore only include staff with areas for development.
- The process to move underperforming staff onto formal capability has begun and extra resources have been employed to support the students effected by this.
- The total number of learning walks carried out to date is 243. Learning Walk 3 included both joint and student observations. Every member of staff has received a joint observation and every manager has conducted a joint observation to moderate the judgements and develop consistency.
- A detailed analysis of each Curriculum Area has been produced so that managers have a clear understanding of their areas of strength and development. Within this, individual teachers' areas of strength and development are identified. This enables us to really target CPD and to share good practice across the College. Directors and curriculum teams are continuing to share good practice across College.
- TLA coaches have continued to support individual staff members and curriculum areas, through sharing good practice and organising workshops on identified need. Following the February update, a focus on English and Maths was identified. A collaborative approach was taken for English & Maths which included regular monitoring through Curriculum Quality Executive Group and Post Inspection Steering Group meetings.
- CPD activities were led by the TLA Coaches and the Quality Improvement Team (QIT). Activities included having the TLA Coaches working with an individual vocational teacher supporting them with embedding English in their lessons. The teacher would then share this with other teachers in their team and the TLA coach would then go into the lesson and support the teacher. Members of the QIT worked with the maths team planning lessons on a weekly basis to ensure quality.
- Student observers from all curriculum areas have received observation training and have been used as part of the observation process for Learning Walk 3.
- Governors have undertaken Governor Visits, which included joint Learning Walks with the curriculum area director.

Attendance:

- Attendance is currently at 85.5%, 1% above the end of year position for 2017-18, but 1% below the end of year target. There is improved attendance figures in 5 of the 6 focus areas of the SCIF project.
- The Project Manager meets with Attendance Mentors weekly to confirm 'At Risk' numbers sharing successful intervention actions.
- A new Attendance Monitoring report has enabled Managers and Mentors to monitor registers and quickly identify non attending students who are then contacted immediately.
- An Executive team member is sponsoring each curriculum area to support the drive to improve attendance.
- Target groups and individual students 'at risk' with specific interventions have been identified. These are monitored via the Project Manager on a weekly basis and reported at Steering Group.
- A new set of reports have been developed to accurately monitor attendance and the impact of strategies used.
- East Kent visited on 01 May and delivered a workshop on 'shaping the curriculum and the curriculum blueprint'. Positive feedback was given on the work undertaken and the impact on curriculum design. East Kent are due to make a final visit to the College on the 28 June 2019.
- Further work is needed to ensure the College target is met. Analysis has shown that the Skills Centre is a concern and there is need to continue to focus on English and Maths, with additional targeted support being employed in these areas.

75.   A key message for Governors to note are the benefits arising from the SCIF programme, with **5 of the 6 focus areas of the project** recording an improvement in attendance as well as the wider benefits for the college of working with an improvement partner.

76.   It was confirmed the data dashboard is still work in progress with more work required on confirming definitions for some of the KPIs and measurements and showing real time data.

PERFORMANCE MONITORING REPORT (GOAL 2 & GOAL 3)

77.   As agreed, the Development Plan 2018-19 (Paper 4) focuses on Goal 2 (*To be INNOVATIVE and RESPONSIVE to current and future needs of our communities*) and Goal 3 *(To provide an EXCELLENT environment and resources)*.

78.   All but one objective under Goal 2 - *To be INNOVATIVE and RESPONSIVE to current and future needs of our communities -* were RAG assessed at 'Amber'. The remaining objective was assessed as 'Good'.

79.   Governors asked if there were any concerns on any of the amber assessments. The following updates were provided against each of the amber assessments:

Objective	Amber Assessment - June Update
To ensure all work related learning is purposeful with an increased proportion of work experience for students on Programmes	**Work in progress** Employability plans in place for all students on PoS with all L2 and L3 students taking part in work experience and placements

of Study, enabling them to practice skills learned in College in workplace settings	
Information regarding students' next steps in education, training and/or employment to be gathered, monitored and tracked effectively to inform curriculum planning	**Work in progress** Destinations information in place for 66% of all students (75% for full-time students) – gaps identified and being followed up. 71% of Level 3 students secured their firm choice of university place 46% of adults identify 'enhanced skills for employment' with an additional 40% identifying a 'new programme of study' as their intended next step.
Strengthen our students' role in securing in-year improvements with a particular focus on teaching, learning and assessment	**Work in progress** Students' responses to survey present positive improvement in key questions related to teaching, learning and assessment: *My lessons are taught well* (87% Agree/Strongly Agree) *My course is helping me to develop the skills I need to progress* (87% Agree/Strongly Agree) Positive feedback at ET+ Student Experience session regarding improvements in assessment and feedback practise.
Secure growth in enrolment numbers meeting allocations through effective marketing, recruitment and interview activities	**Work in progress** Live 16-18 (internal and external) applications in line with 2018-19 with external slowing but improving internal progression. Offers for 16-18 remain positive up 17.8% with more direct approach taken with external applicants in key areas (limiting value of direct comparison with previous year) 1989 applicants aged 16-18 secured (90% of target) with 1603 offers made (at target) 1021 internal students (85% of target) aged 16-18 with applications with re-enrolment starting June Adult applications (external) now at +3% with offers up 28%. Programme of targeted keep warm activities taking place with curriculum teams.
Development and implementation of our	**Partially met** YTD Income @ 31-May

Commercial Strategy	Full-cost £161k (Budget £333k) Nursery £490k (Budget £422k) Lettings £146k (Budget £192k) Full-year Forecast Income Full-cost £180k Nursery £532k Lettings £177k Outsourced 'nil-cost' catering contract with Taylor Shaw successfully implemented.

80.   All objectives under Goal 3 *To provide an EXCELLENT environment and resources* - were RAG assessed at 'Green'. Gain, no issues of concern were reported to the Committee.

81.   It was **RESOLVED** to note the Development Plan 2018-19.

POST INSPECTION ACTION PLAN (GOAL 1)

82.   As agreed, the Post Inspection Action Plan 2018-19 (Paper 5) focuses on Goal 1 *(To provide an OUTSTANDING learning experience for all students)* and is to be kept separate from the Development Plan. This was a strategic decision taken to focus on teaching, learning and assessment.

83.   The revised learning walk cycle, the cycle of drop-ins and the revised five measures are used to drive forward the improvements needed in teaching, learning and assessment supported by appropriate professional development and support and challenge.

84.   As shown through the review of the Data Dashboard, a lot of progress has been made implementing the PIAP but still work to be done. It was confirmed The PIAP would be the document to be made available to inspectors.

85.   It was agreed for this meeting to look at the governance section in the PIAP in order to review the progress made with specific reference to show how Governors have challenged to impact continuous improvement. It was agreed to further extend this to provide an update on what has changed, including governor link and learner walk visits, challenge through the data dashboard, and outcomes and recommendations arising from the recent Governance Review that will be reported on at the July Corporation meeting. As further work is required on the response to the Governance section, and as all Governors should be involved in the review, it was **AGREED** to defer this to the July Corporation meeting.

86.   It was **RESOLVED** to note the PIAP.

PREDICTED ACHIEVEMENT REPORT

87.   The '*Predicted Achievement Report'* was received (Paper 5).

88.   Directors and Curriculum Quality Team Managers (CQTMs) have worked together to determine final predicted achievement rates in their areas using inspection rules.

89. The predictions have been calculated at individual student level and the data has been aggregated up to qualification outcome, to curriculum section and presented by Ofsted Provision Type.

90. A key message for Governors to note is that the predictions are based on a thorough review by staff and the Executive on in-course progress of students - supported with an evidence base approached. Predictions are based on evidence, not assumptions.

91. Predicted achievement is a key focus of the termly Principal Performance Review meetings with a continued focus on Level 2, Level 3 high grades and English and maths. Predicted achievement across the College is positive, with an improved position in all areas and in line with targets set. Overall the College forecast is for an achievement rate of 87% compared with 85.2% for the previous year.

92. One area of concern was brought to the attention of the Committee. The report confirmed a predicted achievement rate of 58% for Apprenticeship timely achievement, but it was reported to the Committee the figure is now at 49%, 2% lower than last year.

93. The reason for the change in forecast was due to inaccurate withdrawal figures from last year that have impacted on this year's data. There was a failure to factor in 2018 withdrawals and the impact of these on 2019.

94. Of those 76 learners from 2018 who are still on programme, 75 will achieve in-year, so there will be no impact on next year's figure.

95. The Executive confirmed that for Ofsted they can and will provide a detailed explanation on the calculation and data issues. The key message for Governors to note is that the Executive have identified what went wrong and have taken corrective action to address the issue.

96. It was **RESOLVED** to note the report.

SELF ASSESSMENT PROCESS

97. The '*Self Assessment Process Report*' was received (Paper 7)

98. The report set out the proposed self-assessment process for 2018-19. The process reflects the position of the College in terms of post-inspection action planning and to ensure the College Self-Assessment Review is completed and available in the autumn term. The process and timeline was confirmed as follows:

Course Review & Evaluation		Curriculum Area SAR		College SAR
Task	**Timeline**	**Task**	**Timeline**	**Task**
Briefing	wb 10 June	Briefing	wb 10 June	Timetable agreed (Q&E C'tee)
First Draft	wb 24 June	First Draft	wb 1 July	First Draft
Team Sessions	wb 1 July	Exec Review	wb 15 July	External Review (EXT)
CQTM Review	wb 8 July	External Review	wb 9 Sept	Q & E C'tee Review (circulated)
Director Sign-Off	wb 15 July	Final (Exec) Review	wb 7 Oct	Corporation
		Q&E Validation (Curriculum Area SARs) - October/November		

99.   It was **AGREED** there would be value of having the Ofsted inspector giving a briefing to Governors in the autumn term on the College's SAR process. This would give the opportunity for Governors to ask questions on the SAR process as a way of obtaining further external validation on the College's approach to self assessment.

100.   It was **RESOLVED** to note the report.

RISK REGISTER

101.   The College report '*Risk Register*' was received (Paper 8), highlighting the areas of focus relevant to the Committee. The Audit Committee had requested that each Committee be asked to review as to whether there are sufficient and robust sources of 'Independent Assurances', against each risk, that falls under the terms of reference of the Committee, and whether identified 'Governor Oversight' arrangements are adequate and fit for purpose.

102.   The Clerk advised that the Committee could also add to the Risk Register as to whether any new risks had been identified through discussions during the meeting.

103.   It was agreed no new risks had been identified at this meeting.

104.   It was **RESOLVED** to note the '*Risk Register'.*

ANY OTHER BUSINESS

105.   There was no other business

DATE OF NEXT MEETING

106.   Dates to be confirmed.

The meeting closed at 19.20

Signed: _____   Date: _____

SUMMARY ACTION LIST

Min	Action	Review Date
50	Governor Link Visit Reports: It was agreed that when all reports have been received for these to be made available to Chair for him to produce a summary of the visits. The summary to be then subject to a facilitated discussion at the scheduled strategy	October meeting

	meeting in May to identify common themes and issues arising from the visits.	
67	To receive the first draft of a 'considered' HE Strategy paper at the October meeting of the Committee.	October meeting
85	Governance section in the PIAP - to be reviewed at the July Corporation meeting	October meeting
99	It was **AGREED** there would be value of having the Ofsted inspector giving a briefing to Governors in the autumn term on the College's SAR process. This would give the opportunity for Governors to ask questions on the SAR process as a way of obtaining further external validation on the College's approach to self assessment.	October meeting