



Minutes of the Meeting of the Curriculum and Quality Committee Held at 6:00pm on Tuesday 15 November 2022

Members Present

Kate Parsley (Chair) (KP)
 Terry Butland (Vice Chair) (TB)
 Annette Cast (Principal) (AC)
 Carlton Downie (CD)
 Amelia President (Staff) (AP)
 Ramin Hashemian (Staff) (RH)

In Attendance

Lois Vassell (VP Curriculum & Quality) (LV)
 Robert Heal (Director of Governance) (RoH)

Guest Speakers

Alison Tonkin (HE Report) (AT)
 Barbara Stone (Apprenticeship Report) (BS)
 Attracta Rafter (Marketing Report) (AR)

1. Chair's Opening Remarks

- The Chair welcomed everyone, introduced herself as the new Chair and gave everyone the opportunity to introduce themselves.

2. Apologies for Absence

Student Governors expressed apologies as they were attending the AoC Festival of Governance representing the College. Ramya Vadivel expressed apologies for other commitments.

3. Declarations of Interest

There were no declarations of interest.

4i. Minutes of the meeting held on 10 May 2022

The minutes were accepted as a true record, and a hard copy will be signed by the chair when they are next onsite.

ii. Action Points

The action points were reviewed, and all were noted as completed or within the body of this meeting.

5. Matters Arising

There were no matters arising.

6. HE Course Approvals and Progress Report

Alison Tonkin explained, Higher Education is a specialist area of provision, presenting unique challenges and opportunities for colleges and the HE sector as a whole. HE degrees linked to children and young people has been delivered in the College for over 15 years. Since July 2021, when the College re-established its partnership with UWL (University of West London), work has been undertaken to develop new provision across the College in other curriculum areas, where the development and upskilling of the population have been deemed a priority.

Governors challenged, What's in it for Stanmore? AT responded, UWL takes £1800, we get rest. For current students it works out £3,250 per student.

Governors asked about UWL discussion outcome. AT, they were surprised, AC led the conversation with UWL and they appeared keen and liked us being proactive. AC, for them up to now, we have not pushed back enough. The question is should we be doing HE and what does it look like. Is it

an income or a shared partnership. They agreed they hadn't done some things. They validated courses late, but we saw this was not going to run in 22/23. They do want a meaningful relationship and wanted to prove it. They agreed to a loss leader this year and we aim to follow up with meetings with the Pro Vice Chancellor. They are keen and positive. We also talked about introducing a Policing degree. There is an opportunity here for this. HE is more intensive and costs more for us, we only get £3,250 per student versus £5,500 for a 16–18-year-old. It is worth thinking through where our opportunities are and what we want to develop. They are taking learners when they should signpost them to Colleges, we need to see this evidence.

Governors understood this as work in progress and we haven't reached a final outcome.

Governors asked, why do they want to work with us. The Principal explained they haven't got many partners and are not in this part of Greater London. They want to target learners who wouldn't travel to UWL. Its early days and we need their feedback on what they see as a partnership.

The deputy Principal clarified finances, HE has been a loss leader, bursary is for year 1 only and approved through fees policy.

**RECOMMENDATION
NOTED
HE UPDATE REPORT**

7. Apprenticeship Report

Barbara Stone reported, we have not had any new Apprenticeship starts for over eighteen months. The ESFA froze our contract for recruitment due to our overall apprentice achievement being low during 2017/18, 2019/20. We put together a robust action plan to bring about improvement and presented this to the ESFA, this was accepted, and we have been informed that we will get our contract back for 2022/23, after improving our achievement rates and our achievement being above National Benchmarks.

Our apprenticeship overall achievement for 2021/22 is 61.9% %, which although is over benchmark by 6.5% is still a disappointing 10.1% below 20/21 achievement (72%). We can show however, a 3-year trend of being above the National Benchmark.

Our remaining Apprenticeship provision sits in 6 different subject areas. Health and Social Care L2, L3 and Level 5 standards, AAT level 2 standard, Digital Marketing L3 standard, Childcare L3 Standard. We have 12 apprentices still in learning Oct 2022. All existing apprentices are 19+ We have /are working with 16 employers for Apprenticeships during 21/22, however we work with many more employers to support them in different capacities. (i.e. Kickstart, other courses).#

BS overviewed other issues arising relating to End Point Assessment with exam boards

Governors noted, it is not nice to read about Pearson End Point assessment issues, BS added when we finish, we will put in an official complaint. The learners are competent, and if they sit in a room and don't put someone at ease then you can fail. KP, it sounds surprising that an academic distinction can fail. BS agreed.

One Governor stated he was an End Point Assessor for Nuclear Apprenticeship degrees. One thing we do is a very rigorous procedure that we follow for each student and well thought out, with a family of questions. When faced with a student it is not personal, but factual. WE make them feel relaxed and I am annoyed that other EPA's do it in a haphazard way. BS whilst it is a small number it makes a significant impact on us; and would discuss with BS offline.

The Deputy Principal added that we have been chasing ESFA to remain on the apprenticeship contract, the free courses for jobs will be an easier mechanism and this will be a growth area for the college.

**RECOMMENDATION
NOTED
APPRENTICESHIP REPORT**

8. Marketing Enrolment and Destination Report

Attracta Rafter overviewed report. Additional competition from nearby school 6th form, just opened. Other 6th form increased intake significantly and competition is strong in this area. For 22/23 we recruit 1416 against 1482 target, 66 below target. We are still enrolling on all areas. Our conversion rate is 57% , close to previous year. We are taking swift action on under performance.

Moving forward, progression is 68% , previous is 77% , but we do know a lot went into employment & apprenticeships.

What are we doing, reached out to 90 schools, face to face visits, various activities in schools weekly. We are telling them about our offer and are external facing. Schools are coming back looking to engagement, SEND provision and ESOL, reducing our dependence on feeder schools.

Marketing budget is £100k , split digital & physical and less than competitors. Both are worth expenditure. Impact is measured by google and online analytics. We know that direct search 38% predominantly leads from physical marketing from student survey on enrolment. Digital is 58% of which 37% were through website. Majority viewers are local.

Schools are reaching out for ESOL, particularly Ukrainian. Our increased push is Ukraine hub and immigrant services contacts and we are working on a referral program. We are expecting an adult influx in ESOL through this program. We are changing our focus to be a community college.

Total progression was 403 students, 86% applied to University. (More than previously). The remainder are starting in Jan or redoing English & Maths, some could not proceed for immigration reasons.

Priorities are being outward focus.

Governors felt it was a good report and complimented the Principals direction of a more unique offer and asked is direct marketing an option. AR replied schools contact them and drop back to us. We also pay Royal Mail, but we do not get names and addresses, but these are being distributed.

AR asked about how long we are continuing to enrol. BP we will continue to enrol on the back on track contract. We are prepared to serve these learners and continue to enrol. AC this is not late enrolment, this is back on track! We will run multiple courses and may switch to a NEET program at a later date.

**RECOMMENDATION
NOTED
MARKETING ENROLMENT AND DESTINATION REPORT**

9. Student Governors Report

The Committee received a video report from the student governors in their absence, where student governors sought the thoughts of College students on their experience so

far. Key points: Cleanliness of toilets, questions on the benefits of tutorials and new rules in tutorials.

The Chair said she would approach the Harrow public health team to try and obtain contact details for the smoking cessation service to link to the college.

**RECOMMENDATION
NOTED
STUDENT REPORT**

10i KEY PERFORMANCE INDICATORS

The Principal took the committee through a summary of the report which shows the progress of the College against agreed Key Performance Indicators (KPI's) to date and highlighted a number of key changes in the KPI performance.

- Overall College Attendance Rate as at the 31st October was **77.5%** against a target of 85%
- Overall College Punctuality as at the 31st October was **85.9%** against a target of 95%
- ESFA 16-18 Enrolment Target is **1482** on the 31st October our 16-18 funded headcount is currently **1426** with recruitment still ongoing, that's a decrease of **-56** against our allocation
- ESFA 16-18 Funding allocation is £8,523,064 as at the 31st October our 16-18 funding is **£8,018,721** as per funding being generated by our ILR
- ESFA 19+ & GLA Target is 2400 enrolments (1200 heads) as at the 31st October our 19+/GLA enrolment is **2214 enrolments (973 heads)** as per our ILR
- ESFA & GLA Funding Target is £2,066,502 as at the 31st October is **£1,683,817**.
- ESFA 19+ Loan funding Target is now £296,443, as at the 31st October our loan funding is currently **£81,210** learners are still applying and awaiting approval with the Student Loan Company
- Key Financial Indicators are RAG rated Outstanding, and the YTD Surplus is **£8k**, staff cost/cash ratio **£2.85:£1** for the end of September 22

Everyone is reporting 71%-74% attendance and it's a real issue locally and a legacy of Covid. KP, there is a hybrid mindset. AC, psychologically its better with 5 days over a hybrid model. RH do we have hybrid model? AC, DfE will not allow hybrid unless there are special reasons.

**RECOMMENDATION
NOTED
THE KEY PERFORMANCE INDICATORS REPORT**

10ii. Risk Register Review

The Deputy Principal, the College is making substantial progress against the identified risks and has been assured through the positive outcomes of recent internal audit reviews, that the College has reviewed progress in terms of compliance and risk mitigation, allowing the following areas to be RAG rated as **GREEN** or **AMBER** since the September 2022 review.

Top Key Risks that remain as Amber are:

AIM 1: Ensuring excellent learning, teaching and assessment leading to higher student achievement. Risks 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7

AIM 2: Excellent learner support providing a high level of satisfaction for learners and stakeholders. Risk 2.1, 2.4, 2.5, 2.6

AIM 3: Organisational excellence in all that we do. Risks 3.1, 3.2, 3.3, 3.4, 3.6 now Green, 3.7

AIM 4: Taking the Curriculum Strategy to the next level in 2020/21 and securing a sustainable future for the college. Risk 4.2, 4.3, 4.4

AIM 5: Aligning Human Resources with the College's strategic direction. Risk 5.1 now Amber, 5.4

AIM 6: Establishing sound financial health for the College. Risks 6.1, 6.2 from Red, 6.3, 6.2, 6.4, 6.5, 6.7

The College has removed all Covid-19 mitigation from each risk assessment. The College has comprehensive insurance policies in place and financial risks are covered subject to restriction in the insurance schedules.

As we move through the year, we will see more move to Green.

RECOMMENDATION

NOTED

THE RISK REGISTER REVIEW

11. Curriculum Strategy & Implementation Plan

The Vice Principal noted the plan had previously been presented to Board and requested to be revised after challenges the plan. The Main programme includes vocational enrichment and directed independent learning. One hour of Tutorials includes enrichment, mental health, wellbeing, study skills and managing behaviour and attendance. The other hour of tutorial should be used to cover pastoral curriculum and monitoring of student progress and performance.

The annual teaching calendar contains 180 days, which is 36 weeks of 5 days per week. Induction starts on 5 September 2022, and the last teaching day is on 5 July 2023. In addition – the induction week will contain 15 hours for all except the level 3 year 2 programmes, who will have 6 hours. These changes present minimal risk to the college.

Governors were very happy with resolution of issues that arose.

RECOMMENDATION

NOTED

CURRICULUM STRATEGY & IMPLEMENTATION PLAN

12. Self-Assessment Report and Outcome for Learners Report

The Vice Principal stated this is a new concise precise version, we have reduced by 100 pages and added data to make it easily understandable. It details the provision and informs the annual quality & improvement plan.

There are issues with English & Maths at satellite centres. We have action in place, going forward the outcomes will be different, but the report will show historic data.

The key point is we maintain Outstanding Financial achievement. We have high standards of conduct and behavior, but we must address poor performance. The previous SAR was graded outstanding, but we need to review that grade this time.

The SAR is graded as **Good** overall by SLT. The Draft is for consideration, validation will take place on 29 Nov with external peer review and with an Ofsted Inspector.

The Principal noted that the college has not been inspected recently and is different from 5 years ago. A SAR needs to be owned and specific. Ofsted want to see real, live data and user friendly

format. Ofsted want to see that we know our College and ask key questions like, why continue with functional skills when below average, etc.

The Vice Principal clarified that achievement rates were via TAGS, those learners did not sit exams and National Trends show all colleges dipping with exams.

Governors noted the report is well written, better than previous and is a more condensed version. We did grade ourselves outstanding a year ago and now grade ourselves good, with a reason and appreciate the explanation why. Students now take exams and this is a big impact. We are testing now over TAGS, so this is a real reason worth noting. Page 18 mentioned about Governors, need to be careful to read and felt need add. The governors have an outstanding governance plan, this could be in the SAR. Safeguarding we should note that Govs have safeguarding training with tests. The Vice Principal agreed that it will be added. Governors agree it was detailed and to point but challenged will ESOL learners be able to do level 3 next year. The Principal confirmed this is for 16-18

RECOMMENDATION

NOTED

SELF ASSESSMENT REPORT AND OUTCOME FOR LEARNERS REPORT

13. Taken with above item

14. Annual Teaching & Learning Report

The Vice Principal shared a summary and analysis of the outcomes of formal observations carried out to date in the academic year 2021/22. The overall picture is one of good quality teaching and learning taking place in most curriculum areas. The top three strengths are:

- 95% of all lessons 'Meeting Expectations' ('good or better')
- High levels of student satisfaction with teaching and learning - 89% Agreement
- Well planned lessons, employing a wide range of teaching and assessment strategies. 91% of learners agreed that "Lessons are well organised and help me to learn".

We have purchased "one grade" software so we can now measure progress and value add.

Governors liked the use of online systems of learning and had good outcomes. This is progression.

RECOMMENDATION

NOTED

ANNUAL TEACHING & LEARNING REPORT

15. Annual CPD Report

The Vice Principal summarised the report. The College CPD focused on College priorities and previous strategy. But we acknowledge that this may change. The training for staff to deliver will impress Ofsted. We now have CPD weekly and this is delivered by practitioners or myself. We target areas from observations and make lessons more interactive. We evaluate staff needs and support staff professional development.

Governors noted it makes it more normalized and everyone is a learner.

TB it is good that CPD is coordinated across the College and mandated by policy. I note, in 21/22 there are more unqualified teachers employed than previous years. Why is this? AC, staff that left were qualified and replacement staff are under training and have mentors. The support is in place for them and they are training as teachers.

TB When staff are interviewed do we hire trained or untrained? LV, we promote internally and progress, so replacements come in at bottom. AC, also we had subcontract teachers, we didn't have those in our data, so when we transferred them in under TUPE for Direct delivery, we discovered many were unqualified. TB we should note this. AC, we also train our own.

RECOMMENDATION

NOTED

ANNUAL CPD REPORT

16i. Annual Learner Feedback Survey

LV, Overall student feedback in 2021/22 has been positive. The overall strengths coming from the surveys are:

- Learners feel safe at college
- Improvement in 'overall agreement' (average agreement to all statements) has been sustained over last 3 years
- The College encourages respect between different backgrounds faiths & beliefs
- Teachers encourage learners to behave well and to work hard

Specific areas to develop are:

- Dissatisfaction with the range of food and space available in the canteen
- Disparity in satisfaction levels between curriculum areas
- Although results are good and the improvements seen over the last three years have been sustained, comparisons with other colleges nationally still show some responses from our learners are in the bottom quartile
- Greater use of the LRC for independent study
- Making group tutorials more engaging and helpful

For statements specific to teaching, learning and assessment; key strengths include:

- Learners feel that the teaching on their study programme is good
- learners know what they need to do to improve to be successful in their studies
- Learners enjoy their courses
- Learning objectives for each lesson are made clear to learners
- Learners are helped to develop their own ideas

Areas for further development in teaching and learning include:

- The setting of worthwhile homework on a regular basis
- Development of independent study skills
- Providing feedback on spelling and grammar
- Reducing time taken to provide feedback on assignments

The detailed operational work to take action to address points raised by learners is captured in a rolling action plan that is reviewed regularly at SLT.

LV shared Statements that scored highly. The positive feedback is quite a high % happy, least was wanted worthwhile homework. Learners are quite satisfied.

TB asked about page 13 results line 2 in quartile against other colleges. These are mysterious and the contractor analysis is curious compared to similar questions.

LV this is noted.

RECOMMENDATION

NOTED

ANNUAL LEARNER FEEDBACK SURVEY

16ii. Study Program Induction Survey

LV this is similar and forms a quality monitoring process. It is the perception of college. 93% felt welcome on first day and happy with course on first day. The detail is in the report. TB shows a good picture

RECOMMENDATION

NOTED

STUDY PROGRAM INDUCTION SURVEY

17. Annual Complaints Survey

LV analysis shows a considerable increase, due to informal complaints. However, serious complaints declined. Informal complaints made by local residence mainly in anti-social behaviour. They have had 2 years without students during lockdown. So, now its suddenly busier with learners back on site. AC, looking back these are similar for last 30 years. We are looking at timetabling to prevent bottlenecks and we are not using enough of the day. Anecdotal evidence relate to many internal complaints.

AC, I have met local councilor Zak, and a previous councilor governor, Marilyn who commented about the College entrance being in Church Lane. We agreed with Zak that this was inappropriate to move it. Many residence are elderly and more at home since Covid. We asked ourselves, what can we do to get a greater understanding by the community. We are going to do a newsletter to local residents to raise awareness of good things of Stanmore College and create a positive spin.

Could we invite them in and offer adult classes. Ask for volunteers to support learners.

KP there are always complaints, the way you are addressing this is very collaborative and working together is good.

RECOMMENDATION

NOTED

ANNUAL COMPLAINTS SURVEY

18. FE Commissioners Letter July 2022

RoH updated the committee on the latest letter, previously shared with the Board, and highlighted the new requirement of the College. The introduction of a new duty to review how well the provision meets local needs, and to consider what actions they could take to meet those needs better. Also, that the revised Ofsted inspection framework from September includes an assessment of colleges contribution to meeting those skills. It is suggested to **call a report of progress towards this for the next meeting. (ACTION)**

RECOMMENDATION

NOTED

FE COMMISSIONERS LETTER

19. Ofsted Framework Changes

RoH updated the committee on the Ofsted framework changes for September which additionally looks at skills for employment and students' progress towards employment, education programs for young people, adult learner programs and provision for learners with high needs has been added to the judgement contribution.

**RECOMMENDATION
NOTED
OFSTED FRAMEWORK CHANGES**

20. Derive Actions for the Outstanding Governance Plan 8.7.3

RoH overviewed progress towards outstanding actions and highlighted the opportunities to further improve. The Committee then discussed the next actions to challenge the Executive.

It was agreed that the Curriculum Plan 23/24 should include an environmental sustainability plan tackling climate change and carbon reduction in consultation with the students and that action should be taken this year to gain student and staff involvement - **Action**

**RECOMMENDATION
NOTED
OUTSTANDING GOVERNANCE PLAN ACTIONS**

21. Policies

Restrain guidelines for Security staff
E safety
Assessment policy

All policies required timely update, title changes and minor amendments

**RECOMMENDATION
APPROVED
POLICIES**

22. Meeting Review, Learning & Reflection

TB good meeting, well chaired
All agreed.
Online survey to continue

23. AOB

24. Date of Next Meeting -- Tuesday 7 February 2023 at 6pm.

Meeting closed at 8:04 pm

Signed

Chair

Date

Action Points

Item	Action	Responsibility	Timescale
18	Progress report to review how well the provision meets local needs, and to consider what actions they could take to meet those needs better.	LV	Feb 2023
20	Curriculum planning to include an environmental sustainability plan tackling climate change and carbon reduction in consultation with the students	LV	June 2023