

Date	<b>Thursday 6 December 2018</b>
Time	4.30pm (Governors Only) 5pm – All attendees
Location	Board Room
Present	Dr Mary Kiernan, Rod Allerton, Roy Bird (Staff), Tony Warner (Staff), Rachel Nicholls (Acting Principal) and Sabeela Murad (SU Sabbatical Officer)
In attendance	Chris Davies (Interim Support to Vice Principal, Curriculum) Julian Kirkpatrick (Assistant Principal) Greg Hanrahan (Managing Director – Business Services) Joanne Hather-Dennis (Executive Director, Students) Catherine Hall (Executive Director, Human Resources) Cheryl Thompson (Director of Quality) Joanne Rotondo (Director of Governance)
Apologies	Brian Redshaw

#### Decisions taken at the C&Q meeting held on 6 December 2018

Ref	Decisions
C15/18 Para 36	Minutes of the meeting held on 2 October 2018 were agreed and signed.
C17/18 Para 48	The Annual Nursery Report 2017-18 was recommended to the Board for approval.

#### Actions arising from the C&Q meeting held on 6 December 2018

Ref	Actions
C15/18 Para 43	CT to circulate an update on sanctions from Notices to Improve following the meeting with the ESFA.
C18/18 Para 49	GH to modify the apprenticeships report to compare data against national benchmark as well year on year for the next meeting
C18/18 Para 49	GH to bring estimated outturn for apprenticeship achievement rates based on the individual RAG ratings of learners to the next meeting
C20/18 Para 50	CD to send the Curriculum Monitoring Report to Liz Nixon for the next CLG

#### Actions arising from the C&Q meeting held on 2 October 2018

Ref	Actions
C6/18 Para 16	CH/CT to bring together a snapshot of the overall spending on development in the next Staff Development Report
C8/18 Para 18	In relation to the Apprenticeship Academy strategy, GH to bring abbreviated versions of the following: movements against the action plan; the strategy to mitigate risks; and, a broadened-out business plan for the Group.
C9/18 Para 21	JHD to include a one-line summary in the next report on Safeguarding training outlining the strategy to ensure there is never a member of staff

who does not receive mandatory training
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### **C13/18 Welcome and Apologies**

32. Apologies were as noted.
33. RA announced that he has decided to step down as Chair of C&Q and will be replaced by MK who thanked him for his efforts. RA will take on the role as Student and Staff Liaison Governor as the focus on communications with staff and students has been highlighted as an important area for improvement at this time.
34. RN, JK and CD were introduced to the committee.

### **C14/18 Declarations of Interest**

35. Declarations of Interest were as listed on the agenda, plus Rod Allerton as Director of PRC Ventures.

### **C15/18 Minutes of the previous meeting (2 October 2018) and Actions Arising**

36. Minutes of the meeting held on 2 October were **agreed** and signed.
37. Feedback was provided from both the Staff and Student Meet the Governors sessions.
38. CH appended a report on how teaching staff turnover is being addressed to the main report.
39. The Pulse Survey was circulated straight after the last meeting and acted upon.
40. The snapshot of the overall spending on development is due to be reported at the next meeting.
41. Key challenges and updates on Apprenticeships are contained in papers later on agenda; the broadened out business plan will be brought to next meeting following SLT approval
42. The summary on strategy to ensure no member of staff fails to undertake mandatory training will be in the next Safeguarding report; it has been discussed but not decided yet. The key managers to make decisions regarding sanctions have not been here but it was raised at a meeting and is supported to move forward as soon as sanctions are agreed.
43. Regarding Notices to Improve, a meeting is scheduled with the ESFA on Friday where they will advise of any sanctions imposed for the Apprenticeship Centre; *CT to provide update following the meeting on Friday to be circulated to governors.* Previous sanctions remain in place; none added or removed.
44. A report on malpractice is going to Audit on 10 December and this will be updated to be taken to Board (20 December) following outcomes from the awarding body visit on 13 December.
45. RN noted that she is in initial discussions with Director of MIS regarding a set of C&Q KPIs and a governor dashboard that utilises data from ProMonitor and ProMarkbook to track learner progress data.

### **C16/18 HR Update**

46. HR update addressing teaching staff turnover was presented.
  - High turnover rate over 20% struck governors. The report encompasses all turnover which includes dismissal, retirements and fixed term contracts. Rate has gone up slightly but September is when the College loses all summer temps and the learner

- crew. There is also a tendency to lose dormant VHLs around the end of the academic year so increase in turnover is normal.
- Governors queried regarding the Golden Hello payment, if there is a clawback if the staff member leaves; there is a clawback clause. It is not in operation in many parts of the College, just in hard to recruit areas; to be successful in receiving it they do need to pass probation and many are lost before this in these areas because they have been brought in from industry and it is often not what they expected for various reasons so they go back to trade.
  - Governors noted the comment that new starters are leaving due to lack of support; in analysing the comments they were largely aimed at leadership and management of CLs and Heads of Faculty in terms of them not sharing resources or providing schemes of work. The Quality Team can offer support but they are not specialists in all areas. Governors asked what else could be put in place that is ongoing beyond the first couple of weeks or months; there is a piece of work to be done around appraisals being used to pick up on wants and needs of staff in order to better support them. Quality of conversations is the important aspect.
  - Mental health; some resource has been put into this as it is a growing issue amongst staff and governors noted it is useful to know exactly what is in place to support. Issues may be linked to changes in leadership and lack of direction; if some of those issues are fixed then some improvements in this area should follow. Wellbeing Group and facilities are in place, but staff need to feel well led, guided and supported to do their roles.
  - Timetable for review of pay scales was discussed; the programme of job evaluation is underway to see were they all roles fit in the organisation; report to be delivered in March to SLT regarding pay scales, but what really is required for staff morale is a pay rise. Important to continue this piece of work because of how many pay scales are operating, but it is being approached without promising pay rises; this is crucial given where we are with staff costs as percentage of income. TW noted he has undertaken the job evaluation which runs to 17 pages and took a considerable length of time to complete so staff will be disgruntled if they feel it is a waste of time. Governors asked what staff perceive as the outcome of the evaluation; they have been advised it is to look at flattening pay scales and this purpose is reiterated at the outset of every meeting. Many people think there are inequities.
  - Governors queried whether new teaching staff get teaching remission, noting that they should not be thrown straight in; it was confirmed that they should have 2 weeks without teaching but many are not being given this nor the opportunity to attend induction. Governors request standardisation to ensure they are supported members of the team. HR are doing a fantastic job in finding and recruiting but we must then work hard to keep them.
  - It was noted that there has been no update on the proposed teacher incentive scheme for some time; RN will pick this up outside of meeting as it not something she is aware of.

### **C17/18 Student Services Update**

47. A report was provided.

48. The Annual Nursery Report 2017-18 was **recommended** to the Board for approval.

- It was clarified that where the disciplinary report notes suspicious circumstances, this can relate to a number of things but is typically reported incidents where the details are vague or unclear.
- An increase in behaviour issues this academic year was noted; 30% up in reporting, however it was explained that staff have improved in terms of populating on ProMonitor so whilst reported incidents have increased it is a little unclear whether there is an actual increase. Staff at Meet the Governors reported increased behavioural issues and this was also raised in the Wellbeing Group recently. There have been some challenging students since Learner Engagement was reduced in the restructure. This triangulates with feedback received at Meet the Governors. Many of these learners are on mainstream Level 1 programmes. It was noted that some staff had reported at the Meet the Governors session that they did not feel safe in the college; RN asserted that addressing behaviour is the responsibility of all staff and they will be supported and encouraged to deal with this; it was recognised that there are different levels of confidence in dealing with behavioural issues, particularly amongst support staff who are not trained to be in a classroom environment, so a strategy to coach and support the Support Staff will be considered.
- RN noted that student behaviour is all of our responsibilities and it is top of the list of issues to address. When leadership failings such as the College has had exist, the first thing that happens is behaviour suffers as there are no expectations and no consequences. RN will be relaunching a new Code of Conduct, new expectations of staff and of how to implement warnings/sanctions so they have teeth. A Duty Rota for CLG to cover corridors in all of the crucial hours will be part of the strategy to address issues by raising visibility. Messages about expectations will be delivered to learners in a supportive way. Too many learners are on final written warnings; 54 as of today. Low level disruption is not being addressed at early stages and it is escalating; it is not just about disciplining and warnings but also about support to improve and intervention to help them, however if students then drift and do not improve then the College has to be prepared to take action.
- It was noted that the College recruits learners who were previously excluded; the College is all about second chances and when we say excluded we are not saying excluded for life. They have markers and contracts attached to ensure the behaviour expectations are set out.
- Some work done indicates that 350 withdrawals have been made which might suggest the College is seeing too many leave without appropriate intervention. JK and CD reported a generally very positive feeling in the college. 92% of the withdrawals were made in the first 42 days which could mean staff are making very quick decisions that are not robust, not equitable, and not supporting students with intervention. RN would expect a college this size to lose 150 maximum, not 350. One of the reasons cited at the Student Meet the Governors for learners leaving was poor induction, not matching/aligning expectations about workload/assessments/timetables and no scheme of work provided outlining what was going to be covered.
- It was reported that students feel safe; they really like lanyards and see that people are challenged when not wearing them, they like security guards and they feel totally safe in the College.
- Governors noted they would like to see something specific noted on the cover sheet of the Annual Nursery Report in order for them to be effective.

- An outstanding financial result from the College Nursery was reported; thanks were extended to the team. RA plans to organise a visit. It was noted that there are no rental costs but the nursery is on an upward curve and other nurseries do not have term time only. The nursery also has a waiting list which is positive.

### **C18/18 Apprenticeships Report**

49. A summary was provided.

- Governors commented on some very low numbers reported which relate to known issues with a provider that went into administration during the year. No new starts contracted with any subcontractor for last two years except our own subsidiaries and all other subcontracted provision is historic and being seen out, all of which is summarised in the papers.
- *GH took an action to modify report for next meeting to compare against national benchmark as well as comparing this year against last.*
- Best case scenario for achievement rates were discussed; the Apprenticeship Academy RAG rate every learner on an individual basis and *GH will bring the estimated outturn to the next meeting.* This is a robust process which has always been accurate to within 1%.
- Governors questioned why new students are being taken on if the College does not have the delivery capacity; it is not a case of taking on new students, many are on 2, 3 or 4 year provision with long tails, so these are legacy challenges. There have been issues in delivery for off the job training which upsets both learner and employer, and historically there has been a reliance on in-house staff to meet IQA capacity which is causing challenges, so buying in capacity is being investigated. Implementation of OneFile is critical to manage and track progress of learners but certain areas of curriculum are not buying in so this will be addressed; an implementation plan is in place and budget set aside. In areas where it is in place it is working well and Ofsted were impressed, it just needs to roll out across college. Governors will be able to monitor this implementation through the QIP. Employer relationships are strong and so the College must ensure it can deliver against expectation. No subcontracting is continuing except for learners already on programme.
- Governors asked what is being done to address Notices to Improve; these are based on historic data. Table 2.3 shows that direct delivery would not have fallen below minimum performance. In reality it is the external subcontract provider going into administration that has dragged overall percentages down. The College is waiting to hear from ESFA if there is some recognition that issues are in relation to these legacy subcontract providers and it is not a fair reflection of our provision, but this will not be until February when QAR results come out.

### **C19/18 Subsidiary Reporting – Positioning Paper**

50. Historically the committee did not have much input into subsidiaries, however both organisations now have non-levy direct contracts with the ESFA and both are able to deal with non-levy paying organisations meaning they are now operating as if they were private training providers. This means they are brought into scope for

Ofsted. Mechanisms were discussed for the committee to have oversight of subsidiary performance and a number of recommendations were highlighted.

- Governors asked if it was correct to bring subsidiary business through this committee rather than straight to Board; it is right to bring it via the committee but there is a need to differentiate between learners on direct provision and subcontracted learners. The financial aspects will be monitored through F&GP whilst the quality and performance aspects should be reviewed by C&Q. Wherever possible the reporting will be standardised, within limitations of the scale of business.
- From a quality assurance perspective, if the committee are comfortable with the format of Performance Inspection reports, they may want the Quality Team to undertake this activity from a consistency point of view, however from an improvement perspective the individual boards need to lead on this with this committee and the Corporation Board having oversight. The subsidiary Boards have responsibility for the greater detail.
- Governors asked what the impact would be on PRC if a subsidiary was to be rated Inadequate; there may be reputational damage but other than that they are separate organisations. The short term risk is early monitoring visits from Ofsted; if any measures are deemed inadequate it will prohibit the provider taking on new starts which has a potential financial implication.

## **C20/18 Curriculum Monitoring Report**

51. This was noted as a very informative paper; *CD to send to LN for CLG on Monday.*

- Governors queried the review of ASL roles; work is underway in terms of numbers in role and workloads. Some ASLs have such large volumes of students that they cannot accommodate 1:1s and some learners simply do not know what the role is. There are similar roles in other colleges and how this works was discussed. It is already on RN's agenda to look at tutorials and 1:1s as they are clearly linked to progress of learners and these issues therefore need to be unpicked over the coming weeks to move forward.
- Timetable built around English and maths offering; some coming long distances for 1.5 hours for example. Frustration and that is often why they fail to attend. By 7 Jan all of HoF in place and that will be pivotal to look at timetables, student voice, line management of staff and unpicking of ASL role.
- 42 day withdrawals level is concerning and an issue that will have to be managed going forward due to the impact on allocations for the next academic year. With staff costs that are already out of control and too high, it will further compound the issue. With such a high withdrawal rate there is no excuse for the achievement rate not being higher. JK noted that only 30% of withdrawals have positive destinations which means 70% do not so he will be doing some work to look at this process, particularly in relation to IAG.
- Governors enquired as to the position with current attendance data; tidying up of registers is still underway and there are still some withdrawals to be actioned which will impact data; 1000 certificates have been issued for good attendance. To raise attendance during the year is now going to be challenging due to poor use of the warnings system, with 54 final written warnings already issued. There will have to be some consequences for learners who are not attending. CD has organised attendance awareness

sessions as a punitive action which could have some impact along with another relating to lateness. It is also important to recognise those who are improving in attendance, even if they do not reach target. It was noted that an own goal was scored by cancelling parents' evening as engagement with parents is vital. CD is also looking at data for last year to identify if there are any patterns, for example leading up to or after Christmas in order to act now to put measures in place to offset any potential issues. There are initiatives already in place which are positive and they are looking at engaging Class Reps and Student Parliament so there is lots that can be done around that.

- RN plans to write to all parents, hopefully via email or some other appropriate forum, to communicate expectations and will also be communicating expectations to students directly, possibly through a pop up message in the New Year. The possibility of running an At Risk parents' evening was suggested. Governors are invited to Open Evenings to support the College.
- Governors like the addition of What Is Going Well to the cover sheet.

### **C21/18 Complaints Update**

52. An interim update from September to November 2018 was provided, noting that many of the complaints are from Electrical L3 provision. Of 68 curriculum complaints, 25 were electrical.

- Governors noted that this is a huge amount of complaints for such a short period and requested reassurance once again that the College is insured for the issues regarding certification; the College has accepted no liability.
- Unresolved complaints and issues with City & Guilds were discussed; CD has a project plan model that he can share which he has used to deal with this scenario in another organisation. RN/CD/CT will pick this up outside of the meeting but governors offered support if they can help in any way.

### **C22/18 Quality Cycle Calendar**

53. QAQI calendar was issued at the last meeting; much of this activity remains on target. Discussions are to be held with JK and CD/CW to renew focus from January about how to carry out/record/ensure impact. RN advised that she plans to discuss with CT about where the College is at with quality improvement and to try to shift the emphasis of inspections to greater dialogue and support/review from January; a coaching approach is desired with live in-year self-assessment which can have a real impact on improving. The Committee confirmed they are happy for RN to continue to make changes to the approach of the Quality Team.

### **C23/18 Update on MIS Strategy Development**

54. Wider debate needed moving forward. Discussions underway re data dashboard. Key issues to consider outlined. Options for consideration. How to align data to strategic ambitions. Reporting cycle to be adopted. Something live that can be used inside and outside of the committee forum.

- Need overarching dashboard for corporation and set of KPIs for C&Q. One page for each owned by Head of MIS and populates for both meetings. Absolutely critical that corp members have those 2 things imminently. Would certainly help governors to understand at high level the position and will help them to support the college.

**C24/18 Self-Assessment Report & Achievement Rates Tables 2017-18**

55. RN acknowledged that clearly a lot of work has gone in to producing the document but felt that there was a conversation to be had about content and format. Some tweaks to language and tone were discussed; *RN/CT/JK/CD to review and update*. Judgements are sound. RN suggested an additional opening section outlining changes already implemented since July/August to add context. The QIP must ensure SMART actions are in place and it is carefully monitored going forward. A position statement will also be written to accurately reflect where we are now.

- It was noted that achievement tables are not effective for governors who want to see year on year and headline data. This is just supporting information for how decisions were arrived at which is just used internally and will be asked for by Ofsted. RNs view is that this should be contained within the SAR as reference tables, as part of document rather than a separate booklet.

**C25/18 Quality Improvement Plan and Next Steps**

56. Due to changes in management further work is required on the document and it was therefore agreed that it will be taken to Board with a de facto committee recommendation at the Board meeting.

**C26/18 Date of Next Meeting: Thursday 14 February 2018**

57. There being no other business the meeting was declared closed at 7:22pm.

**Signed** .....

**Date** .....