

CONFIRMED MINUTES

TEACHING, LEARNING AND SKILLS COMMITTEE

PART ONE - Minutes of the Meeting held on Wednesday 20 June 2018 at 6.00pm In the Boardroom at Paddington Green Campus

Present

Keith Cowell, CEO
Judith Williams (Chair of the Committee)
Glenys Arthur, Governor
Afsana Begum-Mirza, Staff Governor
Mary Elliott, Governor (From Item 8 onwards)

Also in Attendance

Jackie Grubb, Principal CWC
Stephen Davis, Principal CNWL

Natalie Watt, Acting Clerk to the Corporation (Minutes)

1. Attendance & Apologies for Absence

Action

Mary Elliott (arrived at Item 8).

2. Declarations of Interest

None

3. Health and Safety Announcements

Standard arrangements, no alarm drills expected. Noted.

4. Chair's Announcements

None

5. Minutes

The minutes of the meetings held on:

- 22 November 2017 – The minutes were **APPROVED** as a true and fair record and signed by the Chair of the meeting.
- 6 March 2018 - The minutes of the meeting were **APPROVED** as a true and fair record and were signed by the Chair of the meeting.

6. Matters Arising – Covered on the agenda.

7. Student Enrichment and Student Council Reports 2017/18 a)CWC

- The Principal of CWC provided a brief overview of the report. Governors were updated on the range of activities undertaken by the enrichment team. Governors noted the update on student forum activities also identified in the report.
- Governors also noted the update on the Student Council and the update on elections for the Council proposed for 2018/19.
- Discussion followed the Principal of CWC informed Governors that she had been surprised at how keen the students were to stay in College as it was considered to be a 'safe place'.
- Governors commented on the success of the class representative system. Governors noted the introduction of a women only discussion forum 'Ripples'.

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- The Principal of CWC informed the Committee that this was proving to be successful and well attended. Noted. Ripples which is a women only session.
- The detailed reporting on student activities was welcomed.
- The Chair queried what targets were in place to monitor engagement and how they were monitored.
- The Principal at CWC informed the Committee that there were no targets but enrichment activity is records as part of the programmes of study.
- When measured through this engagement is over 90%. Governors noted the use of language in the report and it was agreed to remove references to 'boys' and 'girls' throughout.

The Committee **RECEIVED** the report.

b)CNWL

- Governors sought confirmation that there was equality of access to enrichment activities. The Principal at CNWL confirmed that this was the case and that Adult students were represented on the Student Council.
- The Principal at CNWL informed the Committee that there was significant variety delivered at CNWL but that there as limited breadth. Participation in activities were primarily by 26-18 year olds.
- Discussion followed on the need to ensure that enrichment was appropriate and accessible by all cohorts of students,
- The Principal at CNWL informed the Committee that the Senior Leadership Team were working on a cross College Learner Engagement Strategy which would aim to address these issues.
- The Principal discussed the physical challenges of delivering group enrichment opportunities at CNWL.
- The Committee noted that this was being addressed by the development of a property strategy focussed on improving CNWL.
- The Committee were informed that recent restructurings were also anticipated to have an impact on how the learner journey was delivered.
- Governors queried what activities were cross college. The CEO informed the Committee that there were small areas of cross over, however, it quickly became apparent that it was not appropriate to allow access between the two colleagues due to the gang issues which fed across into both.
- The Principal of CNWL discussed the level of student entitlement that existed. The Chair informed the Committee that this was not a legal entitlement but it was agreed that the Colleges should seek to deliver to the best practice in the sector regardless of requirements.
- Governors challenged the Executive to identify the number of students who were involved in the enrichment activities noting that a target of 500 had been set.
- The Committee were informed that this was a stretch target based on the volume of students. Discussion followed on the challenges facing the student co-horts across both colleges and the levels of local deprivation.
- Governors then discussed the sports vouchers issued and their effectiveness. The Principal at CNWL confirmed that a budget of £3k had been set and spent in 2017/18 for this activity.
- Governors commented on the need to ensure that all overarching strategies were embedded into study programmes.
- It was agreed that a report on the Learner Engagement Strategy along with the strategy itself would be presented to the next meeting of the Committee in the Autumn Term.

**Principal
CNWL**

The Committee **RECEIVED** the report.

8. Teaching, Learning & Assessment Reports

*Mary Elliott arrived.

a)CWC

- The Principal of CWC presented the report. Governors were informed that the key message was that Teaching and Learning was not improving as quickly as it needed to.
- Governors considered the table at 1.1.
- In response to this a school by school evaluation had been carried out and a series of health checks were being introduced.
- The Principal of CWC reported to the Committee that a more holistic approach was needed across the whole Group. The CEO acknowledged that the improvements expected had not materialised. In light of this new strategies were being employed to achieve a positive impact.
- The Governors sought feedback on lesson observations, noting that the report stated that only 67% of lessons observed this year met standards and expectations.
- Governors discussed the need for performance management be to linked to lesson observations to ensure that all staff received appropriate and targeted support to achieve.
- Governors noted the key areas of concern identified in P3 section 1.1. Governors noted that an external consultant had been brought in to test the system of self-assessment.
- Governor's attention was drawn to section 3.3, it was noted that the measure employed at CNWL had proved ineffective.
- Governors were informed that the work had given a comprehensive picture on which areas needed improvement.
- The report proposed optional strategies and the Governors were informed that the Senior Leadership Team were working to finalise a Teaching and Learning strategy that would be used across the Group.

Report RECEIVED.

b) CNWL

- The Principal of CNWL identified the areas of weakness in Teaching and Learning and detailed the disconnect between performance and measuring impact. Governors were informed that part of the problem was the lack of external validation. Judgments needed to be realigned in CNWL to establish what good Teaching and Learning looked like.
- The Chair noted that it was clear from the report that the Senior Leadership Team were aware of where the problems were and had identified actions to make change, however there was no clear timeline detailing when these changes were to happen.
- Governors expressed concern that the poor results from the previous year were likely to be replicated.
- The Principal at CNWL discussed the need for a more qualitative approach.
- The CEO confirmed that the team were working in finalising a draft Teaching and Learning Strategy which would be underpinned by a Learner Voice Strategy. Noted that both of these would be launched for the start of term and use to drive quality across both Colleges.
- The Chair sought assurance that the strategies were being submitted to the CEO Corporation for approval.

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- The CEO confirmed that the outline strategies would come to the July Corporation meeting.
- Detailed reporting against the strategies and measures of performance would be developed and built into the work of the Committee for the coming year.
- It was agreed that the Clerk would circulate the Committee work plan for the previous year. It was further agreed that the SLT would review the work plan for consideration by the Committee at its autumn term meeting.
- The Chair of the Committee urged the SLT to ensure that Maths and English were also considered and specifically built into the strategies.
- Discussion followed on study programmes.
- Governors expressed concern at not being able to benchmark performance and it was agreed that this information would be provided in future reports.
- Governors also requested that a standard format be developed to enable them to make comparisons and monitor progress more easily.
- Governors highlighted the need for feedback on quality to be signposted to the Corporation, especially in light of the report stating that the inputs are not delivering the required outputs.
- The Committee acknowledged that both principals are working on a draft teaching and learning strategy which will encapsulate all aspects of T&L, including quality standards, pedagogy and tutor development. It was noted that this strategy will be implemented from September 2018 and will therefore come to July's corporation meeting for approval.

Clerk

Principal
CNWL &
CWC

CEO

The Committee **RESOLVED** to **RECEIVE** the report.

9. Maths & English Report

a) CWC

- Governors noted that the projected improvements in Maths at CWC. It was noted that more modest improvements in English were predicted. Governors noted the list of actions reported under section 6.
- The Principal at CWC informed the Committee that more work on assessments was needed. A culture shift was taking place slowly but it had started.
- The challenge was to ensure that vocational tutors recognised the challenges facing them in relation to English and Maths.
- Discussion followed on specific actions identified in section 6.

Report RECEIVED.

b) CNWL

- The Committee were informed that the same fundamental challenges existing elsewhere were reflected in English and Maths. The Governors acknowledged that there were no surprises.
- Discussion followed on how students were being motivated to attend, especially exams. Discussion followed on how the College was delivering the message on the requirements for English and Maths.
- Governors noted the challenges of engaging students and the various strategies being employed to linking English and Maths to life opportunities.
- It was noted that attendance at CWC was high but this was as a result of a huge investment in resources that could not be maintained or replicated at CNWL.
- The Principal of CNWL informed the Committee that the Group had invested in purchasing and running Pro Monitor.
- It was anticipated that this would be in place for the start of the academic year.

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- Following discussion it was proposed that a session on pro monitor be delivered to the Corporation at the next strategy day to demonstrate the level of access to information and the impact of MIS in managing some of these issues. Agreed. **Principal CNWL & CWC**
- Governors noted that attendance at the exams had significantly improved due to the hard work and efforts of staff but it was acknowledged that this needed to become standard cross the College.

The Committee **RESOLVED** to **RECEIVE** the report.

10. **A Levels Report**

- The report was presented to Governors whose attention was drawn to section 2.1.1 and 2.1.2.
- Governors discussed the attendance, predicted achievement, progression and grades expected.
- Governors noted the key strengths identified in the report but expressed significant concerns at the areas of improvement and development which would indicate serious concerns still exist in relation to this area of provision.
- Governors requested more detailed information on a course by course basis. Governors also asked that the numbers of students in each A level be reported upon as well as the percentages.
- The CEO confirmed that value added will also be reported on in the next report.
- Governors requested that the format of the whole report be considered and revised to provide more detailed figures and enable Governors to compare against previous years and national benchmarks. Agreed. **Principal CWC**

The Committee **RECEIVED** the report.

11. **16-18 Study Programmes**

- The Principal of CWC presented the report and Governors attention was drawn to the executive summary. Governors noted that recent intense efforts had resulted in a 4% improvement in work experience.
- Governors expressed concern at the continuing picture of poor quality. The actions and strategies identified were noted. The Governors were informed that a working party had been established to effect change.
- The CEO proposed that the individual reports be removed from the reporting structure in future as they related to legacy issues from both separate Colleges.
- The CEO proposed instead that reporting be carried out at a more strategic level against overarching strategies.
- Governors agreed this approach with the exception of English and Maths reporting which they wished to retain as a separate report and focus. **CEO**
- Governors expressed their concern at ensuring that the Committee was provided with the right information in order to monitor and scrutinise areas of strategic risk. The CEO acknowledged this concern.

The Committee **RESOLVED** to **RECEIVE** this report.

12. **Learner Voice Monitoring report**

- **CWC**
- Governors discussed the report and noted the response rate for FE Choices. Discussion and debate followed over the best vehicle to use to collect the Learner Voice.
- It was noted that the SLT would progress this and recommended a consistent measure across both Colleges for the coming year.

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- It was noted that due to the differing systems it was difficult to compare like for like experiences across the two colleges.

Report **RECEIVED**

- **CNWL**
- Discussion followed on the need to be able to correlate information.
- It was noted that the results of the surveys and Learner Voice feedback supported the concern raised in the earlier reports over performance and quality of Teaching and Learning.
- The Committee requested that further focus be given to the question over careers to ensure that it provided useful information that would inform the curriculum in the future.
- Governors asked for the format to be reviewed, the Principals were asked to provide information that had greater clarity and context which would enable them to interrogate it more effectively. Agreed.
- Discussion followed on how best to keep Student engaged and updated on actions that had taken place. It was agreed that Students need to be provided with more guidance to ensure that the surveys produced a worthwhile result that would enable them to impact on their experience.

Report **RECEIVED**.

13. **National Achievement Rate Tables**

- Governors noted the executive summary and main issues identified.
- Discussion followed on the table demonstrating the position of each constituent college in the Achievement Rate League Table for the 24 London Colleges.
- Governors noted that CWC is ranked 13th and 2nd for 16-18 year olds and Adults respectively.
- CNWL is ranked 23rd for 16-18 year olds and 22nd for Adults.
- Discussion followed on value added factors.
- The Principal of CWC informed the Committee that the College was currently just above intervention level.
- Governors expressed their dissatisfaction with the format of the report and it was agreed that this would be reviewed.
- Following discussion Governors also requested a presentation on national achievement rates. It was agreed that this would be organised for the following term.
- Governors were assured that joint reporting on achievement rates would be prepared for the following academic year.
- Discussion followed on the challenges facing the students and the socio economic factors that impacted on achievement.

**CEO &
Clerk**

Report **RECEIVED**.

14. **Quality Monitoring & Quality Improvement Report**

a) **CWC**

- Governors were informed that a quality strategy and quality calendar were being developed for the following year. The focus will be to ensure that action plans that are developed are having an impact in year.
- The intention was to ensure that the calendars aligned to student activity, timetables and work plans.

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- Governors were also assured that a compliance table would be drawn up to demonstrate where there was compliance. It was hoped that this would improve accountability an ownership of quality data.
- The Committee were informed that a quality policy would be submitted to them for information and monitoring in the Autumn Term.

The Committee **RESOLVED** to **RECEIVE** the report.

b) CNWL

- Governors noted the summation of the areas that have been dealt with during the year.
- Governors noted the good impact on English and Maths for the last 5 months although it was noted that outcomes were still poor.
- The Principal of CNWL acknowledged that whilst progress was being made it was not significant enough.
- Discussions followed on the re-engagement project and fresh starts. Governors noted the update on complaints.
- The Chair of the Committee challenged the Principal of CNWL to identify successes arising directly from the project initiatives started earlier in the year.
- The CEO confirmed that the measures were highly resourced and not sustainable.
- It was acknowledged that the organisation was going through a period of change.
- Following further discussion it was acknowledged that the project crystallised the problems but did not provide effective and sustainable solutions.

The Committee **RECEIVED** the report.

15. Arrangements for Self-Assessment 2018/19

- The Principal of CWC outlined the report and summarised the arrangements for staff to be involved in the process from all levels of the curriculum delivery. Governors noted the calendar attached and the proposal for the RAID Day in Admin week.
- It was noted that separate SARs would be produced for each College but that they will be brought together by the leads from each college and the overall SAR would be presented to the Committee and the Corporation in the Autumn Term.
- Governors asked for clarification on what role they were to undertake in the process. The CEO agreed that this would be given further consideration and details of the dates and available meetings etc. would be provided ASAP.

CEO

The Committee **RECEIVED** the report.

**Items 16 & 17 were taken together.*

16. Strategic Plan Objectives & Key Performance Indicators

- The CEO presented the report and confirmed to Governors that each of the Committees had received proposed objectives relating to their area of responsibility.
- It was intended to collate the feedback from across the Committees and produce an overarching Strategic Plan for approval by the Corporation.
- Governors discussed the strategic aims and KPIs. Governors proposed that reference to the Gatsby guidelines should be included. It was agreed that the CEO would consider this before submission to the Corporation.

CEO

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CEO

The Committee **RESOLVED** to **RECEIVE** and **APPROVE** the Strategic Plan Objectives and Key Performance Indicators subject to the comment above for recommendation to the Corporation.

18. **Any Other Business**

- Governors were invited to update the Committee on any College visits undertaken.
- It was noted that GA had attended the Cockpit Theatre and a target review meeting.
- The Committee were informed that the Construction Academy had received the Mayor of London's Chartermark, it was noted that this would improve the centres chances to bid for additional capital funding.
- The Chair of the Committee took the opportunity to thank the Staff Governor, who was attending her last meeting of the Committee for her hard work, commitment and dedication to the role.
- The CEO also took the opportunity to express his appreciation on behalf of the College and the Board, to the Chair of the Committee at her last Committee meeting for the hard work and commitment she had shown as a Governor, Chair of the Committee and Vice Chair of the Corporation.

19. **Date of Next Meeting**

- To be advised pending approval of the annual schedule.

20. **Issues of Confidentiality**

Signed: _____
Chair

Date: _____