

CONFIRMED MINUTES

TEACHING, LEARNING AND SKILLS COMMITTEE

PART ONE - Minutes of the Meeting held on Wednesday 22 November 2017 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

Also in Attendance

Jackie Grubb, Principal CWC
David White, Interim Principal CNWL
Ruth Scott-Kendrick, Head of Learning, Improvement & Standards
Jim Evans (Item 5 only), Assistant Principal Information & Planning
Craig Hanlon-Smith (Item 5 only), Director of Business, Creative & Academic Studies
Lyndon Sly, Director of Technical, Science & Service Industries
Peter Sharrocks, Head of Teaching and Learning
Ita Leavy, Head of Learner Services (Items 11 & 12 only)

Christina Price, Clerk to the Corporation (Minutes)

*It was agreed prior to the start of the meeting that all presenters of report would in future attend to present in person and attend for all of the meeting where appropriate. It was also agreed that where possible TLS meetings would start at 5pm.

1. Attendance & Apologies for Absence

Action

Mary Elliott.

2. Declarations of Interest

None

3. Health and Safety Announcements

Standard arrangements, no alarm drills expected. Noted.

4. Minutes

The minutes of the meetings held on:

- 21 June 2017 – Minutes were **APPROVED** as a true and fair record and signed by the Chair of the meeting.
- 26 June 2017 – Minutes of the meeting were **APPROVED** as a true and fair record and were signed by the Chair of the meeting.

5. Achievement Rate

*Jim Evans joined the meeting for this item.

- The key points of the report were drawn to the attention of the Committee. Governors noted the RAG ratings applied and the summary explanation of what they mean.
- Governors were informed that there was a significant degree of symmetry between the two colleges and the learning aims had been split fairly evenly.
- Governors noted that CWC had performed 4% above the national average and CNWL performance had declined by 4% and was below the national average.
- Headlines for both Colleges were identified and discussed. Governors attention as drawn to the following:

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CWC

- 16-18 CWC performance is AMBER in this area of provision.
- 16-18 performance is RED across the board in this provision.
- 1.3 Study Programmes are all rated RED.
- National performance of English and maths is poor.
- 1.5 The main area of concern is level 3 performance
- 1.8 AS level results were poor
- 1.9 A level results were extremely good although there were two area of concern.
- 1.13 Apprenticeships were reported as being outstanding, however there had been a slight decline against the previous year.
- Discussion followed on the performance of males against females and the performance of BME students.

CNWL

- 2.1 Reported that performance had declined by 4.2% and was now reported as being 1% below the national average.
- 2.2 Study Programs overall had declined significantly in terms of performance.
- 2.3 Noted that English and Maths and ESOL were performing adequately but some areas were still of significant concern.
- 2.5 GCSE and English and Maths reported as inadequate overall.
- 2.8 Noted that high needs students did slightly better than CWC equivalents.
- 2.10 Apprenticeships were declining overall but remained above the national average.
- Discussion followed on the performance of BME students. It was noted that BME students performed better than white students and females did better than males in the 16-18 provision.
- The CEO informed the Committee that the data revealed poor performance across the group. He reminded Governors that CWC had been at this level in 2009 and the situation had been turned around.
- Discussion followed on where the focus of OFSTED would be and how the college performance against national averages.
- It was noted that the combined college was now rated a 3. The CEO informed the Committee that both Colleges have been placed in special measures by the College Management.
- Governors challenged the CEO to identify what being in internal special measures meant.
- Discussion followed on areas that are being targeted with additional support and development. Noted that budget challenges had stripped back some Teaching and Learning support and this was being reinstated and introduced at CNWL.
- Governors were informed that at CNWL a significant amount of adult provision was delivered externally and that this had performed better than the internal provision.
- Governors who served previously at CNWL noted that they had previously received monitoring information and data in this format and expressed their appreciation for the clarity and detail of reporting.
- Governors were informed that coaching support had been reintroduced in targeted areas.
- All quality systems were being carefully reviewed to ensure that student tracking and assessment is robust.
- Governors were assured that this is a recovery position and that rapid intervention is planned and was underway was expected to impact in year with 16-18 as a clear focus.
- All poorly performing courses will be reviewed down to teacher and section manager level. The CEO informed the Committee that this intervention work would come at an additional cost and that a costed proposal would be brought through to the Corporation in December.

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- The CEO confirmed that he had stopped the practice of short adult courses which should enable resources to focus on T&L at the classroom face.
- Governors were informed that the Interim Principal at CNWL would be reviewing all of the data and delivery and would be tracking the impact of the intervention. Governors were informed that they should expect to see improvement and progress against the targeted areas at the March 2018 meeting. Governors were assured that the majority of 16-18 year olds should be on track by the March 2018 Committee meeting.
- The Interim Principal at CNWL discussed the use of ICT and changes in how subjects were being taught. It was noted that CWC was in a strong position but that it could do better to be outstanding.
- The two Principals discussed the challenges of aligning curriculum areas when performance was so variable.
- Governors were assured that Heads of Schools and Directors have been attending meetings of the Performance Impact Group to analyse what is happening across the curriculum.
- Governors were informed that at CWC the approach was to return to reinforcing the basics and that a 3% increase in achievement was planned for in study programmes.
- Governors also discussed the need for external expertise and support where this was identified. It was noted that these actions would also have budget implications.
- Discussion followed on the need to ensure consistency across the group and that some of the strategies being delivered at CNWL may also be of use at CWC. Noted.

The Committee **RECEIVED** the report.

6. Special Reports

a) English and Maths presented by the Director of Business, Creative and Academic Studies.

- Governor's attention was drawn to the headlines identified in Section 3 of the report. The Committee noted that the English and maths performance had improved by 8% against the outcomes for 2015/16.
- It was noted that English is stronger in CWC and Maths is stronger at CNWL. Governors noted that A-C grades overall were inadequate. Discussion followed on the inadequate attendance in English and maths and the focus that needs to take place in this area at CWC.
- The Committee noted that maths is considered good at CNWL, however the results do not demonstrate a positive picture on performance. It was reported to the Committee that there was a gap in the understanding of tutors when managing the entire study programme in English and maths and more work was needed to support staff in this area.
- Governors also noted the volume of students in this area was proving to be a challenge.
- Governors asked if there were links between observations and appraisals. Discussion followed on the practices in place at the two Colleges.
- Governors were informed that lesson observations now took place during the lesson walks rather than individual practices. Governors noted the challenges around consistency of quality and provision across both Colleges. Governors were informed that a more innovative approach to English had been adopted than in the previous year but that this needed to continue to be built on.

Governors **RECEIVED** the update report and asked that the area continue to receive separate reporting.

b)16-18

- The report was presented and Governors attention drawn to the executive summary. The Committee were informed that reliance on agency support has

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impacted on the quality of provision and the management team were actively working to ensure this was significantly reduced for the coming academic year.

- Discussion followed on the behaviours within this age group and the changing environment. The CEO commented on the exceptional support from the management team which has improved management of challenging behaviours.
- P10 – Work experience has improved to 89% and the team are confident that it will exceed 95% during 2017/18. Despite issues with study programmes this has not yet impacted on recruitment. Both external and internal progression in 16-18 appears good.
- Governors discussed the actions and noted that consistency and getting back to basics was a key target. The CEO confirmed the focus was on improving teaching learning and attendance.
- Governors endorsed the management approach to continue to work to reduce dependency on agency staff and focus on intervention for students who are at risk of failing. Discussion also took place on how to tackle attendance and training students to be peer coaches.
- Governors requested that where groups are monitoring attendance themselves that any results of this be brought back to the March Committee.

**HofT &
Training**

The Committee **RECEIVED** the update report.

c)Teaching, Learning & Assessment

- The Committee were reminded that CWC had self-assessed as GOOD the previous year and CNWL self-assessed as requiring improvement.
- The Committee noted that both Colleges needed to improve Teaching, Learning and Assessment within their respective study programmes.
- Governors noted the analysis by school and curriculum area. Governors were assured that the team were drilling down into teaching and learning in all areas. Governors noted that significant work was needed on stretch and challenge across the board.
- It was noted that Teachers have good expectations of learners and behaviour is good. Governors were informed that CNWL did not appear to have a full measurement of Teaching Learning and Assessment in place.
- It was noted that a full review across all areas of provision from a TLA perspective was needed.
- Discussion followed on the T&L Strategy and the process chart supplied on P26. Discussion followed on the scope of work needed. Assessment was recognised as needing focussed attention. Governors were informed that there were some good mechanisms in place for teaching support.
- It was acknowledged that Learners acquire good practical skills and 75% of Learners get into paid employment.
- It was agreed that there needed to be a focus on planning for enrolment and ensuring that all teachers identify Learner's needs as early as possible and plan around this from the outset.
- It was recognised that there was a need to introduce more creative teaching and ensure it also includes targeting those learners that need additional support.
- Feedback on a recent learning walk at CNWL was provided. It was identified that there needed to be more stretch and challenge in the classroom.
- The CEO assured Governors that there was a growing recognition by staff that more needed to be done.
- Governors were informed that teaching and learning at CWC had been turned around and the lessons learned from this could be deployed at CNWL.
- The CEO informed the Committee that in the months leading up to merger the two Heads of Quality had been working closely together to improve Teaching and Learning across the group and that he had confidence in the action plans in place to achieve improvements.

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

7. Learner Voice Monitoring Report

- The Committee were informed that both Colleges had different strategies. It was also noted that long term staff absence at CNWL had impacted on the ability to combine the strategies and reports in time for the meeting.
- The Chair requested that attention be given to introducing one strategy for the coming year. Noted.
- It was reported that CWC have a clear and consistent view of themselves. Of significant concern to the SLT and the Governors was the 4% of Learners who do not feel safe in College.
- It was noted that at CNWL there is a student voice committee and actions were undertaken to improve on the issues raised by students via this committee.
- The CEO informed the Committee that he had attended a student voice conference at CNWL.
- It was noted that attendance by students and management had been good. The CEO acknowledged that CNWL were stronger at capturing the student voice. Both Colleges were looking at employing an external survey and were using external consultants to facilitate improvements in this area.
- The CEO confirmed that both Colleges would be using the same methodology.
- The SLT assured the Committee that they would be taking the best from both Colleges to form a new Learner Voice Strategy for the UCG.

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

8. Employer Feedback Report

- The Quality and Standards Manager informed the Committee that the intention was to amalgamate the systems from both colleges this academic year.
- Members endorsed the proposal on page 42 to engage with 65% this year.
- The Committee were informed that there would be one survey conducted at the end of the year alongside on-going communication throughout.

The Committee **RECEIVED** the report.

9. Student Exclusions and Complaints Subject to a separate confidential Part Two Minute.

The Committee **RECEIVED** the report.

10. Complaints Policy

- The Committee attention as drawn to the 9 changes highlighted in the report. The CEO confirmed that the all actions identified were within clearly defined timeframes.
- Governors were informed that staff with concerns and complaints were directed to HR.
- It was noted that an update and review of the policy should come to Governors on an annual basis.

The Committee **RESOLVED** to **APPROVE** the policy for recommendation to the Corporation.

11. Student Disciplinary Code

- The Committee were informed that this was based on the CWC code. Governors noted that this included random screening.
- The Committee were informed that if a student was excluded at either College this exclusion would hold for both Colleges that were part of the UCG.

The Committee **RESOLVED** to **APPROVE** the policy for recommendation to the Corporation.

12. Safeguarding Report

Subject to a Part Two Confidential Minute

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

13. Equality and Diversity Report

- The CEO introduced the policy and confirmed that it was an amalgamation of legacy college policies which were largely similar.

The Committee **RESOLVED** to **APPROVE** the policy for recommendation to the Corporation.

14. Outline Self-Assessment Report

- The Principal of CWC confirmed that the overall SAR grade was 2. This was due to the 3 year decline in Study Programmes.
- The Committee were informed that the SAR had been validated by suitably experienced external consultant and HMI.
- The Committee attention was drawn to the leadership and management grade of 2.
- The following grades were also noted for CWC:
 - Outcomes – 2
 - Development and Welfare – 2
 - Quality of Teaching, Learning and Assessment – 2
- The Committee were informed that during the course of the year work would be ongoing to amalgamate the two Colleges and have one SAR report. It was noted that the Maida Value Campus was a centre of excellence.
- The Interim Principal of CNWL presented the SAR grades and confirmed that they had gone through a moderation process.
 - Overall effectiveness – 3
 - Outcomes – 3
 - Quality of teaching, Learning and Assessment – 3
 - Leadership & Management – 3
 - Study Programmes – 4 (which is inadequate) and which includes action plans and rapid responses to address any issues in detail in the next few months.
 - High Needs – 2
 - Development and Welfare – 3
 - Adult Provisions – 3
 - Apprenticeships – 2

The Committee **RESOLVED** to recommend the above grades and SAR report to the Corporation for **APPROVAL**.

15. Quality Improvement Strategy

- The Committee were informed that a short term Quality Improvement Plan had been developed for immediately after the merger and it would re-focus on the strategic aims of the organisation.
- The Chair and Committee agreed that the focus now needs to be on Teaching Learning and Assessment now that the merger had been completed.
- Following discussions over monitoring of the plan the CEO confirmed that both Colleges were using e tracker.

The Committee **RESOLVED** to **RECEIVE** and **APPROVE** for recommendation to the Corporation.

16. Quality of Higher Education Provision

- The report was presented by the Principal of CWC. The Committee were informed that the College could only provide limited confidence at this time.
- Three areas for development were identified in the report. Governors noted that specific improvements and actions had been identified in the action plan.

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- The Committee were informed that the Colleges had agreed an action plan with QAA moving forward but were presently unable to use the QAA logo. Noted. The Committee **RESOLVED** to **RECEIVE** the report for information.

17. **Review of Committee Terms of Reference**

- On the basis that the annual assurance return must be submitted before the Corporation meets in December each year, it is proposed that:
 - All Governors should receive a copy of the report to the Teaching, Learning and Skills Committee on the college's annual self-evaluation document and annual assurance feedback/challenge.
 - Authority to approve the College's annual self-evaluation document and annual assurance statement is delegated to the Teaching, Learning and Skills Committee which meets in November;
 - That the Chair of the Corporation is authorised to sign the assurance statement on behalf of the College, subject first to receiving confirmation of approval by the Teaching, Learning and Skills Committee;
 - That the self-evaluation document and annual assurance statement are presented subsequently to the Corporation each December for endorsement.
- No changes were made to the Terms of Reference.

The Committee RESOLVED to APPROVE the above proposals to the Corporation as detailed above.

18. **Date of Next Meeting**

Monday 5 March 2018 at Paddington Green Campus.

19. **Any Other Urgent Business**

None

20. **Issues of Confidentiality** **Item 9 and 12 to be confidential and PART TWO.**

Signed: _____
Chair

Date: _____