

## CURRICULUM & STANDARDS COMMITTEE MEETING

### CONFIRMED MINUTES OF THE MEETING HELD ON TUESDAY 12 JUNE 2018 AT 5.30 PM IN ROOM D21A, CCN, IPSWICH RD, NORWICH NR2 2LJ

#### Present:

Jill Lanning (Chair), Aron Whiles, Lauren Callaghan-Bates, Corrienne Peasgood, Andrea Blanchflower

#### Attendees:

Jerry White (Deputy Principal), Julia Buckland (Assistant Principal, Teaching Learning and Assessment), Helen Richardson-Hulme (Director of Student Services), Sue Millions (Administrator)

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#### 1. Apologies for Absence

Apologies were received from Matt Colmer, Luke Mitchell, Clare Johnson, (Clerk to the Corporation) and Elaine Dale (Assistant Principal, Head of Curriculum Services).

#### 2. Declaration of Interest

There were no new declarations of interest given at the meeting.

#### 3. Minutes of the Meeting held on 1 May 2018 (Paper 02)

The minutes of the meeting held on 1 May 2018 were agreed as a true record of the meeting and signed by the Chair.

#### 4. Matters Arising from the Previous Minutes (Paper 03)

C&S 2 - Action 9: *Jerry White to better benchmark presentation statistics and review retention measures within the HE Report. Jerry White confirmed these are expected by early Summer. Work is on-going to establish appropriate sector benchmarks and to recalculate CCN data "continuation rate" definitions. It is targeted for completion by June 2018.* Jerry White informed the Committee that CCN will use historic benchmarks and after the September enrolment will have a better idea where CCN are in relation to key data. Jerry White informed the Committee that he will ask the Mixed Economy Group if the setting up of a sub-group, with a few other Colleges, to discuss the best use of data would be a good initiative. Andrea Blanchflower suggested the use of TEF Metrix on a continuation rate basis and the sharing of data with the UEA as partner would be beneficial. **Action on-going.**

C&S 4 Action 4: *Jerry White to follow-up with Andrea Blanchflower to discuss maths Curriculum Scrutiny. Julia Buckland agreed to follow this up and liaise with Andrea Blanchflower to arrange her visit.* Please see agenda item 6.4. Action completed.

C&S 5 Action 1: *Clare Johnson to check the OfS registration to ensure visibility around the Student Voice is noted.* It was noted that all forms have been completed and accepted. A named person as reviewer has been noted and final confirmation should be received by mid-September. Action completed.

C&S 5 Action 2: *The Principal to check the retention and continuation data for 2017/18 to check the reasons behind the fall in the final year and give a clear indication for the reason to Governors.* Please see agenda item 5.3. Action completed.

C&S 5 Action 3: *The Principal to evaluate any “disagree” responses over 10% in the HE End of Module Evaluation Summary.* Please see agenda item 5.3. Action completed.

C&S 5 Action 4: *Curriculum Planning for 2018/19 to be included on the agenda for the next C&S Meeting taking place on 12 June 2018.* Please see agenda item 5.5. Action completed.

C&S 5 Action 5: *Opportunity Area to be included on the agenda of the next C&S Committee Meeting taking place on 12 June 2018.* Please see agenda item 5.6. Action completed.

C&S 5 Action 6: *A date for Governors to tour the campus will be arranged during the summer term.* The suggested dates of 21 June and 2 October we emailed to Governors and it was agreed by the Principal that the dates for spring and summer 2019 would be agreed as soon as possible. If anyone would like a tailored tour, please request one, via Clare Johnson. **Action on-going.**

## 5. SECTION A

### 5.1 Quality Report

(Paper 04)

The Quality Report, previously distributed, was discussed at the meeting. The paper presents the current performances for FE and apprenticeships at the Norwich and Paston sites, including a review of key strategic, improvement and enhancement actions. The following was highlighted:

- 2017/18 Performance: This paper presents current in-year performance for FE, apprenticeships and Paston College. It was noted that whilst FE performance is comparative to previous years at a headline level, Apprenticeship performance is remaining an area of concern and considerable attention. This is predominately an early year staffing issue, which impacted on teaching and learning and some apprentices, but it was agreed that it is not of undue concern at the present time.
- The overall achievement rate for apprenticeship provision is also lower than at the same stage last year, but the gap is narrowing and has fallen to 10% in May. The Principal informed the Committee that the College continues to focus on achievement rates rather than timely rates, due to the financial implications.
- 16-18 provision retention is recorded at 94%, identical to the same stage last year which given the integration of the 2-year provision from Paston is good. 19+ provision is at 91%, 0.2% above the 2016/17 levels. Further reporting will be completed later in the summer term.
- 11 College Strategy, Improvement and Enhancement targets were included for scrutiny; 2 are RAG rated green, 8 amber and one action relating to the attendance rates of 16-18 year olds students, is rated Red.
- Increasing the percentage of 16-18 students with attendance levels above 90% from 45% in 2016/17 to 50% in 2017/18 is RAG rated Red as currently 47.2% of 16-18 year olds have attendance above 90%, which is an increase of 0.1% on the previous year. The highest attendance is Engineering at 66% but health and social care and childcare has only 34% students above 90%. It was noted that these students have both taught and supervised learning sessions and many prefer to study on their own. It was agreed that meaningful and impactful teaching and learning is key to good attendance and the question was asked as to who set the attendance levels above 90% figure and the Principal confirmed that this figure was set by the College and national data shows attendance at 86%.
- It was noted that the College would like to increase the attendance figure, but currently levels are being maintained and there is lots of variable attendance rates across all curriculum areas.

- Redefined tracking and monitoring of socio-economic disadvantage to utilise Pupil Premium and Free School/College Meals leading to more targeted interventions has been RAG rated Green and it was confirmed that these measures demonstrate that students from the “disadvantaged” groups are being retained better than students from non-disadvantaged backgrounds, with relatively small gaps between groups. The take up of Free College Meals was discussed as Aron Whiles noted that take up is a struggle in schools and Helen Richardson-Hulme confirmed that the Cashless system, used by the College, has been impactful and they are pleased with the outcomes.
- T Levels – the College are now in the process of finalising the courses and decisions being made about who will pilot the T Level style placements in the coming year 2018/19 and how they will be structured. The Principal confirmed that the College will be piloting the first three T Levels in 2020 as only one of 52 institutions in the country. It was agreed that both pilots will be challenging.
- 19+ students - retention rates currently indicate a 5% gap remains between LDD and non-LDD 19+ part time students and work also needs to be undertaken to ascertain the reason why students chose to leave the programmes.

The full content of the report was received and noted.

## **5.2 TLA Report**

(Paper 05)

The Teaching and Learning Review, previously distributed, was discussed at the meeting and the following key points noted and discussed:

- It was noted that fourteen areas are RAG rated the same for the second part of this term, with two areas moving down a sub grade. Hairdressing and Beauty Therapy moved down from outstanding to good (9 to an 8) as it has proved challenging for staffing which has impacted a minority of students. Cross College English also moved down a sub grade (4 to a 3) which was largely due to revision sessions not being as impactful for students, with attendance to these sessions dropping. Feedback has shown that quick interventions have not been fully effective. Additional interventions are planned for the remainder of the academic year and how to change for next year will be reviewed.
- Julia Buckland informed the Committee that Business and Health and Social Care have had significant staffing challenges recently and it has been agreed following the ‘deep dive’ peer review that this has been a limiting factor for those areas moving further forward. It was noted that these areas are still providing good learning experiences for students.
- Construction also had a ‘deep dive’ review and this resulted in them being moved upwards from an 8 to a 9.
- Development is planned for Maths and English teachers for the next period. Work is also on-going with vocational curriculum services staff to further develop staff maths and English skills, to ensure they are highly effective in supporting students in their sessions.
- TLA Quality Reporting – it was noted that the document circulated to the Committee has included comments from all the previous TLA review sessions rather than just the latest one as is usually the case. However, Committee members commented that this has allowed them to view the progress made over the longer period.

The full content of the report was received and noted.

### 5.3 HE Report

(Paper 06)

The HE Report was previously distributed and discussed at the meeting and the following key points noted and reviewed:

- The Principal explained that the report presents key information relating to the HE provision within the 2017/18 academic year.
- National Student Survey - the NSS for 2018 closed at the end of April and the results will be received in August.
- The progress made with the 2017/18 School of HE Strategic, Improvement and Enhancement Action Plan (SIEAP) was presented and previously circulated and the full content noted.
- Recruitment and Retention – following the request made at the last Curriculum and Standards Committee Meeting to investigate the lower retention rates for Year 3 students compared to Year 2 and 1, Jerry White informed the Committee that it is important to recognise that for many of the programmes such as Foundation Degree and Higher Apprenticeships, Year 2 is the final year of study. Having analysed the withdrawals of students in Year 3 during the 2017/18 academic year, seven of the eleven were students intercalating or taking time out from the course with the expectation that they will return in due course. However, in the CCN system this is recorded as a withdrawal. This indicates that it is possibly the pressures of the final year of study that can lead students to consider taking a break in study. Of the remaining four withdrawals, two left without notice and we were unable to contact them and two cited an inability to meet the demands of the course. It was noted that it is often students' intention to take a break and return, but this is not always, eventually, the case.
- It is being proposed that the HE provision will change to three terms, rather than two semesters in 2018/19. This will spread assessments and assignments loads but may have some implications for Sports Science students which are being explored with them.
- UEA Engineering students are attending the College for a week to undertake hands on practical engineering works that mirrors technical and vocational experiences. A large amount of work has been undertaken with the UEA's School of Health relating to the newly emerging Nursing Associate Higher Apprenticeship, with model of possible future joint working being explored in collaboration with local NHS trusts. The Chair expressed her thanks to both the College and UEA for the excellent collaborative learning and it was agreed that they are both examples of good partnership practices.
- At the last meeting, it was agreed that the Principal would evaluate any "disagree" responses over 10% in the HE End of Module Evaluation Summary and Jerry White informed the Committee that the question which meets this criteria is "the module was well organised" and it has been agreed that leaders will review actions for next year to raise standards.

The full content of the report was received and noted.

### 5.4 2017/18 Term 2 Complaints and Appeals Report

(Paper 07)

The 2017/18 Term 2 Complaints and Appeals Report was previously distributed and discussed at the meeting and the following key points noted:

- A total of 22 general complaints have been received this term, 14 relating to FE of which 4 were upheld (18%).

These were related to staffing issues on the Game Design course at Paston College but that an ex-CCN student now at Norwich University of the Arts had been able to take over the teaching on the course and students were now happy with their experience. During the 2016/17 Spring term 8 complaints received of which 4 were upheld.

- 3 HE general and 5 academic complaints were received, none of which were upheld. Some relate to concerns within the Aviation Academy and staff are still working through the processes needed. It was noted that the figure of 8 is higher than previous years, but it was positive that no complaints were upheld.
- No HE academic appeals have been received this term.
- No complaints have been received in relation to Equal Opportunities, Racial Harassment or Bullying and Harassment.

The full content of the report was received and noted.

### **5.5 Curriculum Planning for 2018/19**

(Paper 08)

The Curriculum Planning for 2018/19 Report was previously distributed and discussed at the meeting. The paper presents a short summary of key curriculum planning developments and the following key points noted:

- 14-16 Provision: The College continues to see very high demand for its 14-16 Home Educated programme and the real challenge is how to respond to demands.
- 16-18 Provision: some qualifications have required updating to new specifications, but the changes have been kept to a minimum. A review of “re-engagement” provision has been undertaken within each curriculum area to ensure that students do not become NEET. Programme Managers are on board with this provision.
- Apprenticeships: It was noted that the CITB, who has been responsible for construction apprenticeships and channelling them to other providers for delivery, including CCN were unsuccessful in the tendering process to deliver non-levy apprenticeships. The implications of this are still being worked through. Much effort has been made in priority areas, such as construction and hospitality, to re-invigorate employer demand and this is reflected in targets.
- Higher Education: changes are being made to Hospitality Management, English and Humanities provision to respond to reduced demand.

### **5.6 Opportunity Area**

(Paper 09)

The Principal informed the Committee of the following opportunities:

- The second meeting for the design of the Middle Leaders training programme is being held shortly and a sponsor meeting is taking place in July. Three places will be available to City College on the programme.
- Creative Education Trust – one year English revision programme will commence in September 2018.
- Norfolk County Council are currently reviewing data transfer.
- Eastern Regional Conference is highlighting the Good to Outstanding Teacher Programme and the closing of the disadvantaged gap.
- Post 16 GCSE English and Maths – sharing with partnership boards is taking place.
- Opportunity Meeting will discuss what next for Norwich, at tomorrow’s meeting.

## 5.7 Governance Update

### 5.7.1 Review of Committee Terms of Reference

(Paper 10)

The Committee Terms of Reference, which oversees the College Curriculum and Standards matters was previously circulated to all Governors and the following changes were agreed:

- Wording to be changes in Standards matters, item no 7.
- HEFCE reference to be updated
- Assistant to Company Secretary to be amended to Administrator.

The Principal agreed to liaise with the Clerk to the Corporation to amend the current Terms of Reference.

**Action 1: The Principal agreed to liaise with the Clerk to the Corporation to amend the current Terms of Reference (CP).**

### 5.7.2 Committee Self-Assessment

(Paper 11)

The Curriculum and Standard's Committee's Performance Review for the year 2017/18, was previously circulated for completion.

Following discussion, it was agreed that the Principal would liaise with the Clerk to the Corporation and together they would draft an email to C&S Committee members to complete the self-assessment on line, in a simplified form, and the finalised document would be signed off at the September meeting.

**Action 2: The Principal and Clerk to the Corporation to draft an email to C&S Committee members to complete the self-assessment on line, in a simplified form (CP / CJ).**

**Action 3: The Curriculum and Standard's Committee's Performance Review for the year 2017/18 to be signed off at the next meeting taking place on 18 September 2018 (CJ / JL).**

## 5.8 Annual Review of Risk Register

(Paper 12)

The Principal gave a verbal update on the Risk Register and informed the Committee that UTCN are currently exploring the possibilities of joining a Multi Academy Trust and it was noted that if they do not join Norfolk Academies this could be an emerging risk to City College as the current curriculum provision is complementary to UTCN.

It was noted that there are no other new emerging risks.

It was noted that the updated Risk Register will be reviewed at the CCN Board Meeting taking place in December.

**Action 4: Risk Register to be reviewed at the full CCN Board Meeting taking place on 11 December 2018 (CJ).**

## 6. SECTION B

### 6.1 Student Voice Report

(Paper 13)

The Student Voice Report, produced by Luke Mitchell, was previously circulated to all Governors to provide them with an update of the student union and the following was highlighted:

- The SU Elections have recently taking place and the ballot system included Paston students. The Principal was pleased to announce that Luke Mitchell has been re-elected as SU President for a further year, with Erin Crawley, as his Deputy.
- CCN SU have been selected to take part in the new Quality Student's Union Cohort Model and Luke Mitchell attended the induction meeting on 30 April. Only 4 further education colleges are involved.
- It was noted that the NUS Quality Students Union Part A will be enhanced by the President's two-year term of office.
- Luke Mitchell has taken part in a Parliamentary APPG Meeting to discuss Post 18 Funding with Philip Augar who is leading the review.

The full content of the report was received and noted.

### 6.2 IAG Update

(Paper 14)

The report, produced by Helen Richardson-Hulme, was previously circulated to all Governors to provide them with the current details on information, advice and guidance and careers education matters relating to students and the content was noted and the following highlighted:

- Helen Richardson-Hulme updated Governors on the CCN Careers Strategy Leadership Group which is responsible for taking forward the recommendations outlined in the recent Government document, Careers Guidance: Guidance for Further Education Colleges and Sixth Form Colleges, February 2018. The current priority for the Group is ensuring that as a College, CCN are prepared to implement the Gatsby Benchmarks by September 2020. The updated CCN action plan for implementing Gatsby was also previously circulated for information. It was noted that the focus for the next meeting of the Leadership Group is to address the needs of each student, focusing on targeted support for vulnerable and disadvantaged young people.
- It was noted that in July a "deep dive" will take place into Higher Education.

Jerry White informed the Committee that a recent Ofsted visit to another further education establishment focused on Careers and Information, Advice and Guidance and it was agreed that the on-going work within the Strategy Leadership Group will give this area a high level focus for the College, going forward.

The full content of the report was noted.

The Chair thanked Helen Richardson-Hulme and her team for the excellent work currently being undertaken.

### 6.3 English Curriculum Scrutiny

(Paper 15)

The Chair informed the Committee that Aron Whiles visited English Provision on 8 June 2018 and the following information was highlighted:

The brief from the C&S Committee was to look at attendance; effective communication and collaboration students /staff; targeted intervention for students; behaviour management and team working.

- At the meeting, Aron Whiles met with Julia Buckland (Head of School and Assistant Principal), and Chris Moore and Dean Crosbie (Curriculum Programme Managers) and held general discussions and the main discussion points were as follows:
  - Levels of staff sickness.
  - Over the past 12 months there has been an increase in the expectation around the challenge of English teaching.
  - Collegiate working – has been a challenge for the English team but is improving.
  - Behaviour / attendance of students has been an on-going challenge.
  - English team culture has improved significantly/ clearer leadership and expectations.
  - Staffing - staff leaving are currently working their notice – recruiting an additional two posts for Sept.
  - Subject lead for English will move from two staff to one.
  - On-going work to improve the link between course leaders / subject lead and English teachers. It was agreed that shared ownership will give greater accountability.
  - Weekly team meetings on Wednesday afternoons has increased the focus on teachers being reflective.
  - It was noted that the Creative Education project– delivery to re-sit years was a real challenge.
  - Links with best practice is developing and becoming a strong foundation.

The following comments and feedback were noted:

- Since January strong strides forward have been made in resolving the previous staffing and leadership issues and the team look like they will be in a strong position at the start of the new academic year.
- Expectations of the team are now much clearer and lines of accountability are becoming better embedded. The link between English teachers, the head of subject and course leaders is resulting in a more shared responsibility across the college for student engagement, progress and outcomes in English.
- Student engagement (behaviour, attendance and student attitudes) in English present a significant and on-going challenge for the English team. There is clear acknowledgement that this is a key aspect to be addressed and there is a growing cross-college acceptance that all curriculum areas have a part to play in this.
- Structures are now in place for teaching and learning and monitoring and tracking.

Following discussion, it was agreed that there is a clear determination from leaders to improve the English curriculum area and a clear acknowledgement that there is still much to be done but there is more certainty that the capacity and drive to achieve this from leaders will happen.

Aron Whiles agreed that there is much to be done in the English area going forward but everyone involved has a desire to take the agenda forward and agreed it will be interesting to visit the English Curriculum area again in the autumn term.

Julia Buckland noted that it was helpful to have someone giving a different viewpoint.



The Chair thanked Aron Whiles for his update.

#### 6.4 Maths Curriculum Scrutiny

The Chair informed the Committee that Andrea Blanchflower visited Maths Provision recently and the following verbal update was highlighted:

The brief from the C&S Committee was to look at improving attendance; tracking progress; improving the learning environment; effective communication and collaboration for students and staff and targeted intervention for students.

Many good ideas were discussed and it was agreed that they should be included within a Faculty Action Plan.

Andrea Blanchflower informed the Committee that issues were noted with regard to students being enrolled on the appropriate course and there was a sense that this was not always the case. The Principal agreed that moving forward, students will be placed in classes according to their poor achievement rather than in mixed ability classes which is challenging for both students and teachers.

Attendance figures were discussed and Andrea Blanchflower noted that students who have poor or no attendance are still enrolled for exams and this is a resource issue and also effects the pass rate and asked whether these students should be entered for the exams. The Principal informed the Committee that entry to exams is a condition of funding, regardless of attendance.

Staff sickness is high and morale is affected by the under-performance and the instability of students. Timetabling issues were also noted.

Following discussions, it was agreed that the following actions need to be addressed:

- The tackling of attendance
- More full-time staff appointed
- Coaching for staff on the management of poor behaviour
- Improve tracking of student progress
- The Principal noted that additional support is currently being reviewed.

Julia Buckland informed the Committee that Maths will be streamed by subject vocational areas going forward, and the English and Maths teams are working better together and the current focus is the motivation and psychology for students and action that will be impactful, going forward.

Andre Blanchflower agreed to finalise and submit her report and for it to be forwarded to all Committee members, for information.

The Chair thanked Andrea Blanchflower for her update.

**Action 5: Andrea Blanchflower to provide the Maths Curriculum Visit Feedback Form to Governance for forwarding to all C&S Committee members (AB / CJ).**

## 6.5 Progress and Progression Scrutiny

The Chair noted that there is no Governor link for this area, but it was agreed that the Committee will keep this area under review. The Principal reported against the brief as follows:

How well Managers use progress tracking data to target interventions at student and cohort level and evidence the impact of these interventions: – the Principal informed the Committee that a lot of work is going ahead on progress tracking systems and ways of looking at impact. Key areas for attention are the 19+ functional skills and the need to drive achievement rate improvements.

How well Managers use progression data to plan curriculum – the Principal informed the Committee that effective use of internal progression data to drive curriculum development is taking place; discussion are taking place with other providers to coordinate the planning of provision across New Anglia; increased tracking of school progress rates to target IAG intervention is being used; further development of the use of onward progression data to inform curriculum development is being reviewed, e.g. FE to apprenticeships and FE to HE and timely progression data for SAR is being used.

It was agreed that work is in progress, thanks to Jerry White and the Executive team.

## 6.6 Confirmation of HE Curriculum Link from August 2018

It was noted that as Matt Colmer is currently the HE Link Governor and as he is resigning at the end of the academic year, a new link governor needs to be appointed.

Following discussion, it was agreed to bring back discussions to the Committee in September when the NSS results have been received.

**Action 6: Link Governor Review to take place at the next meeting taking place on 18 September 2018 (JL / CJ).**

## 7. Section C

There were no items tabled in this section of the meeting.

## 8. Other Urgent Business

Following agreement, it was noted that the Curriculum Area Scrutiny Reports will be moved up the agenda into Section A.

It was agreed that the Principal and Chair will review the C&S Committee agendas for 2018/19.

**Action 7: Curriculum Area Scrutiny reports to be included within Section A of the C&S Committee's agenda for 2018/19 (CJ).**

**Action 8: Principal and Chair of C&S Committee to review agendas for 2018/19 (CP / JL).**

## 9. Confidentiality

There were no confidential items raised at the meeting.

**10. Date of Next Meeting**

- C&S Committee: 18 September 2018 at 5.30 pm.

All business having been concluded, the meeting closed at 7.50 pm.

Signed ..... Date .....  
(Chairman)