

**CHELMSFORD COLLEGE  
QUALITY & LEARNERS COMMITTEE  
21<sup>st</sup> FEBRUARY 2023 AT 2.00 PM  
At Moulsham Street Campus, Chelmsford**

**Final Minutes**

**PRESENT:** Sarah Noble (Chair)  
Amanda Montague  
Paddy Reilly  
David Warnes (Principal)  
Barbara Vohmann  
Jon Selvage (Staff)  
Paolo Chaffey (Student)

**IN ATTENDANCE:**

Debs Hurst (Deputy Principal, Finance & Corporate Services)  
Debbie Garroway (Vice Principal Finance – Quality & Curriculum)  
Alison Davies (Director of Learner Development & Inclusion)  
Mark Emerson (Director of Information Services)  
Simon Drane (Director of Curriculum, Princes Road)  
Jo Styles (Director of Curriculum – Moulsham Street)  
Sarah Hamilton (Director of Business Services)  
Penny Petch (Director of Teaching, Learning & Quality)  
Amy Simmonds Executive Assistant to the Principal and Chief Executive

**FORMAL MATTERS**

**781. APOLOGIES FOR ABSENCE**

Fiona Chalk, Christian Norman, Susan Hughes

**782. DECLARATION OF INTEREST AND TO NOTIFY ANY CONFIDENTIAL ITEMS**

No new interests were declared. Existing interests are: Barbara Vohmann as a staff member at Anglia Ruskin University, Debs Hurst in her role as a Member Representative on the Essex LGPS Advisory Board, and David Warnes as a Director of Essex Shared Services Limited.

**783. URGENT BUSINESS (IF ANY)**

None.

**784. TO APPROVE THE MINUTES OF THE MEETING HELD ON NOVEMBER 8<sup>TH</sup> 2022**

The Chair asked for Susan Hughes to be added to the attendance list on the previous set minutes as she was in attendance. **Action: Susan Hughes added to attendance list.**

The Chair queried the section discussing Curriculum Manager development on page 1. **Action: FC to provide clarity for next meeting.**

**785. MATTERS ARISING**

**Action: AD to send circulate the data regarding the male/female split in clubs/social membership.**

Training on HSB still TBC. **Action: AD to liaise with FC on a date.**

ME advised that he is taking feedback on data formatting for next years SAR. Data will be presented differently moving forwards.

**TO DISCUSS AND APPROVE**

**876. PRESENTATIONS FROM CAMS IN INTERVENTION AREAS**

All CAM presentations have been uploaded to the governors portal.

- Electrical

Kevin Pate presented his update on the intervention plan for Electrical. All 7 overarching objectives are being addressed, with varying levels of progress made. KP discussed.

Some of the main points covered were:

- SoW are sequential but need more depth.
- Socrative and Cahoot programmes are being used in L1 lessons – students do like these platforms.
- Staff continue to enforce importance of attendance; however, the recording of interventions is still inconsistent. KP advised this is due to not having a full staff force in the department.
- Work/assessments being marked within the workshop and verbal and written feedback being given at the point of finishing that particular assessment.
- Large gaps have been removed from timetables.
- Intake on part time courses have been monitored to reduce over subscription.
- Staff have demonstrated a more professional approach so far this year.

- Currently 2 FT members of staff down in department.
- Engagement with employers needs further improvement. KP suggests working closely with Sally Gatrell to achieve this.

The Chair highlighted the issues in level 1 and asked KP what his biggest barriers are this year. KP advised that staffing is his main concern. Inconsistencies with staffing have had a knock-on effect on with student attendance which impacts on their achievement.

The Chair queried whether improvements need to be made to the teaching and learning within the department. PP reported that there is 1 member of staff within the department that she has concerns with. PP advised that this member of staff needs more development in their planning. PP added that there are also staff within the department who are currently completing their teacher training.

AM asked whether it is possible for KP to be selective about which agency staff are hired. KP agreed and confirmed he is selective about who he hires and added that it is proving difficult to find good agency staff. KP reported that he is looking for staff with extensive electrical experience over teaching experience – he is aware that this person would then need extra guidance in terms of teaching and learning.

- Sport and Public Services

Paul Miles presented his update on the intervention plan for Sport & Public Services. All 6 overarching objectives are being addressed with varying levels of progress made. PM discussed.

Some of the main points covered were:

- PM discussed concerns with timely submissions and high aspirations for grades.
- Students' standards and expectations are not high enough in terms of meeting deadlines.
- Workshops remain poorly attended – this is being reviewed by the SaPS team.
- Assessments have been streamlined and this has enabled an in-year check to be undertaken in January.
- Exam attendance was positive. Still awaiting exam results. The team are now reviewing exam papers preparing for any re-sits.
- L2 PS and Sport – poor attendance – PMs biggest concern.
- Retention rates and achievement rates – most groups will outturn better than last year.

PM highlighted that his biggest concern is level 2 Sport and level 2 Public Services. Both have poor attendance.

PR asked for further clarification regarding the 10 learners who are 'at risk'. PM advised that staff are working closely with these learners. If previous meetings with staff are not showing enough impact, the learners will then have intervention meetings with PM and the Director of Curriculum. PR then asked how many of the 10 at risk learners are from the level 2 group, PM confirmed that 6 are from level 2.

AM asked how the parents are responding to the intervention meetings. PM advised that the majority of parents have been very supportive of this initiative and added that for a number of learners, it is driving improvements.

The Chair asked whether the team are invested in the intervention plan. PM reported that the team are invested and engaged with the plan. The plan is reviewed in weekly departmental meetings.

The Chair queried whether PM feels the planning of the programme, specifically at level 2, is correct. PM advised that the planning is not the main factor for poor attendance at level 2. PM suggests that some learners that are currently on level 2, are actually level 1 learners which is leading to them struggling with the course. DG highlighted that this will be rectified for next academic year, by the introduction of a level 1 vocational programme being added to the course file.

AM queried what the 'on/above' column on the course data slide refers to. PM advised that this refers to whether a learner is on/above their target grade. PM is aware that they are not as high as they need to be.

- English & Maths (FS maths)

Lisa Houghton presented her update on the intervention plan for English & maths. All 3 overarching objectives are being addressed, with varying levels of progress made. LH added that objectives 1 & 2 are cross college objectives which all academic managers have ownership of and objective 3 is solely for the English and maths team to address. Progress on all objectives was discussed.

Some of the main points covered were:

- Attendance has improved; however, progress is inconsistent across departments.
- CFC system is not proving to be effective. This needs more work in identifying gaps in knowledge.
- BKSB IA/DAs completion has increased significantly.
- 7-10 departments have developed strategies to improve culture and attendance. The team will continue to work with other 3 areas to help drive improvements and see impact.

- Ownership of E&M by Voc areas has improved.
- All staff will be completing skills assessments for English and Maths to identify where there are gaps.
- Projected achievement across all areas is slightly lower than last academic year.
- Attendance at GCSE mocks was varied.

BV queried why learners did not attend their first mock exam. LH reported that reasons are varied but feels that most 'voted with their feet'. LH confirmed that the second mocks were better attended. For the final exams, letters are being sent home to learners, which LH hopes will lead to better attendance.

BV asked whether the actions coming out of the intervention plan are proving to be a lot more work for the staff. LH advised that more in-depth CFCs (cause for concern) will be more work, but when staff follow through these plans there will be a greater impact.

The Chair asked for clarification on how targets are communicated to learners. LH advised that every learner is set an English and Maths target on their progress review system. LH and the Programme Area Manager are reviewing the standards of the targets set.

PC added that from speaking with his peers, learners do not understand the importance of mock exams, nor do they understand the severity of not attending. Learners only see value in attending the final exam.

PR queried where we are now, in terms of projected achievement against this point last year and whether there has been a noticeable increase. LH confirmed that we are in a much better position now, than this point last academic year.

- **Business and Leisure**

Rebecca Leech presented her update on the intervention plan for Business and Leisure. All 5 overarching objectives are being addressed, with varying levels of progress made. RL discussed.

Some of the main points covered were:

- Staffing issues have had the biggest impact on the delivery of the curriculum. Term 2 – staffing has now improved.
- Issues with consistency were discussed. This has been problematic with numerous agency staff in place.
- Curriculum review is fluid and consistently changing. This has resulted in positive attendance to exams.

- Issues in behaviour continue to be addressed. This is resulting in stabilisation in attendance rates.
- Stakeholder engagement is very positive.
- RL discussed retention rates in L3 Ext Dip T&T. 7 did not progress from 1<sup>st</sup> year to second year, resulting in dip in retention.

AM asked for clarification on incorrect register marks. RL explained that during the exam period, not all departments were marking as authorised absences. All marks have now been rectified during this period, resulting in a 2% increase in attendance.

The Chair highlighted that the national rate is on course data, but not predicted achievement rates. RL advised that exams were sat in January, with re-sits in May if needed.

The Chair thanked all Curriculum Area Managers for their presentations.

*CAMs left the meeting.*

PR asked DG if she happy with progress made. DG advised she is not fully satisfied, but compared to last year, improvements have been made. DG confirmed staffing is proving to be the main issue.

PR asked if DG thinks we are in a better place now. DG highlighted that attendance is key. The Chair highlighted that a lot of the intervention areas are not meeting the college attendance target.

## **877. TEACHING LEARNING & ASSESSMENT**

- T&L update – innovative practices

PP has met with James Parker from USP to discuss external validation. James Parker and colleagues will be attending at the end of March to undertake validation of our observations and processes. PP advised she will then visit USP to do the same.

PP reported that Jon Selvage continues to work with staff and students to create Digital Innovators, who will help develop digital technology in the classroom. The use of Padlet in workshop areas in Construction has been a success so far. JS is currently exploring digital assistive technology.

PP reported that all staff Professional Development Days have taken place in October, January and February with the next day planned for 31<sup>st</sup> March. The theme for 31<sup>st</sup> March is an industry/volunteering day.

AM queried whether managers are directing their staff to what they need to do on 31<sup>st</sup> March. PP advised staff should be telling their manager why they're going where they are and how it will benefit their work. DW added that academic staff are more likely going back to industry, whereas support staff are more likely to be going to voluntary work. PP confirmed that staff will then add this to their progress review as a CPD record.

We continue to offer AP and mentor support across the college. PP voiced concerns that limited remission time for APs is causing issues.

We are continuing to use HOW2 platform. Certificates are issued half termly, based on usage.

PP advised that next steps include the development of key expectation 4 - closing gaps in skills and knowledge. We need to re-educate teachers in new way of working and language - this is gradually happening. PP has been meeting with curriculum teams and information has been circulated via staff newsletter. PP will hold sessions on adaptive teaching in July PDW.

The Chair asked whether the analysis shows T&L improvement each time it takes place. PP added that this is the first time KE 4 is the lowest of the 5 key expectations. PP highlighted that the section re closing skills gaps is not as well filled in by staff on their schemes of work, so this highlights that further development is needed. DG highlighted that this more noticeable now since lockdown.

The Chair queried whether PP is expecting the outcome for observations this year, to be similar to last year. PP agreed. PP advised she will be focussing on areas for improvement that are highlighted through the observation process.

- T Level update

In January, 2 full days of training took place re T level development. Each area who will be delivering T levels have nominated an ambassador – they are working closely with Nick O'Connor.

PP reported that for next year, Construction have had 29 applications. (*The current group only has 6 learners*).

PR queried recruitment targets for T levels. DG advised that we set a target of approx. 15 learners for new T levels.

- T&L Data

75 observations have taken place so far, with 72% of teachers meeting all 5 key expectations. PP advised we are at the same point as this time last year.

Advanced Practitioners/CAMs/Mentors/those on teacher training are not observed in phase 1.

PP is currently reviewing the observation process, in order to move things forwards. PP reiterated the need to report on the quality of what is seen in the classroom.

The Chair asked if PP is looking externally to find out what other colleges are doing in their observation processes. PP confirmed she is looking at what both colleges and schools are doing.

- Deep dives

The first deep dive took place in Construction (*L2 C&J & L3 Construction*) in December 2022. PP/JS produced a paper of the findings which was presented to the team. The Construction team creating an action plan to address any improvements suggested from the deep dive feedback.

## **878. PREDICTIVE OUTCOMES 2022-23 / ATTENDANCE AND RETENTION**

Current retention is above where we out turned last year, but below on the same point in the year as last year.

Attendance at 16-18 is below targets, whereas attendance for 19+ is hitting the KPI.

9 out of 13 areas – forecasting maintaining or improving achievement from last year.

Further intervention work is needed for LAC learners. AD will take the lead on this.

Apprenticeship provision is projecting an outturn of 2% above last year.

AM queried if current retention rate for 16-18 is above a similar point last year. DG advised that current retention is 1% below but if we retain all learners will finish above last years outturn.

Learners going onto an apprenticeship or going into employment is impacting retention. DG added that more learners see the appeal of employment, more than apprenticeships.

A further piece of work is needed on destination data.

The Chair queried the 19+ retention at L2. ME added that that line refers to subcontracted learners. ME advised this is predominantly Learning Curve and Skills Network.



The Chair queried the figure for LAC learners. DG highlighted that table 4 refers to starts, which is the number of quals a learner is enrolled on. Head count refers to actual learners.

DG highlighted LAC will be a focus for Ofsted. Additional resource has been added to LACs this year. AD informed that PEP review feedback is very positive. AD added that we need to review the impact of these.

The Chair raised concerns re achievement rate for apprenticeships and asked if SD expects to meet the target. SD advised that he does expect to hit the target set. ME advised that the national rate is 59% for 16–18-year-olds.

ME highlighted that this will be the first year that new national rates will be released in March. All national rates currently used relate to 2019.

PR queried what happens if apprentices do not hit achievement rate. AM advised some will stay on with their employers, regardless of whether they pass their apprenticeships. DG agreed and added that this is especially true for SMEs. SD added that it also differs depending on apprenticeships standards.

ME reported that there were 74 learners who didn't achieve their apprenticeship. Only 6 did not progress into employment (left due to ill health or loss of jobs etc).

## **879. ENGLISH AND MATHEMATICS REPORT**

JS reiterated that the purpose of report was re accountability and ownership of E&M by curriculum areas. The main points discussed were:

- Some departments are not making much progress. Business is one of these. They have higher number of learners which puts them at higher risk.
- LH is meeting regularly with departments who require more support.
- CFCs need to be more in depth. More robust learner actions are now being set, which means that communication between E&M team and vocational teams is improving.
- Open dialogues are happening with the vocational teams and their learners re poor attendance. This is being fed back to LH and her department.
- Strategies are in place, but impact is not yet visible in attendance.
- JS discussed the strategies that Sport are putting in place, but advised that impact is not yet visible.
- DG added that employer engagement is key.

The Chair welcomed the report and reiterated that it shows accountability is now linked between E&M Cam/LH/actions needed and 'buy in' from the other CAMs.

The Chair queried whether the Media department could be sharing best practice on what they do re skills for employment. JS advised that a meeting was held with all CAMs prior to half term, where strategies and best practice was shared.

The Chair asked if there will be a final report written, which will feed into an action plan for next year. DG advised that the main priority was getting the buy-in from the other CAMs. DG highlighted that T&L needs to be reviewed further to ensure it is more engaging for learners.

PR highlighted with Maths it is a battle of hearts rather than minds. PR feels the messaging surrounding maths needs to change in the outside world. JS agreed and highlighted that these negative messages are deeply embedded in learners. JS highlighted the learners fear of failure.

PC queried whether lessons could be recorded so that learners who miss lessons can catch up. JS advised she will take this away for consideration but highlighted that she didn't want this to then have a negative impact on attendance.

## **880. LEARNER EXPERIENCE**

- Learner Experience Report (6.1)

The main points covered in ADs report were:

- Progress tutorials are embedded into the curriculum area and delivered by curriculum staff. Impact will be evident by outcomes at the end of the year.
- A PDP audit is taking place on 3<sup>rd</sup> March. PDP attendance average of 84% - this is an improvement on last year.
- Staffing issues in PDP team were discussed.
- Wellbeing week had positive engagement from both staff and learners.
- Short qualification – outcome currently at 87%. 153 learners remaining to complete.
- Enrichment programme continues to be developed.
- Readiness to work experience is ADs biggest concern. Despite employers coming into college to speak with learners, not enough learners are going out into work experience. AD will work with the directors of curriculum on this.
- A number of Learner Voice meetings have taken place. AD advised that the afternoon tea with Governors following the development day on 3<sup>rd</sup> February was well received.
- Learner questions of the week were discussed. AD questions how many learners simply click through to complete the question, rather than giving true answers.

The Chair voiced concerns regarding the poor learners' responses to the Prevent question of the week. AD advised that in the latest Safeguarding Committee, Dave Layton-Scott provided a Prevent update. The action following this was that it will be disseminated to learners.

PR queried whether the language on Prevent might not be learner friendly. AD agreed and advised it will be amended to ensure it is learner friendly going forwards.

PR queried whether systems can check if it is the same learners who answer the same thing every question just to get rid of the question quickly. ME agreed this would be possible.

The Chair highlighted that it is positive to see clear evidence of learner voice feedback from learner voice meetings. AM agreed and added it was nice that so many learners stayed behind for the afternoon tea.

- Learner Destinations 2021-22 (6.2)
  - In 2022, 96% of learners went to positive destinations. Same as 2021.
  - Apprenticeship data – 99% went into positive destinations. AM highlighted the increase of people going into self-employment.
- Safeguarding Update (Verbal)

AD provided a verbal update. The main points covered were:

- Significant increase in number of reports and number of Transfer of Records (ToR). AD highlighted the difficulty in acquiring ToR from schools.
  - Increase in disciplinaries - to date, we have had 143.
  - BV asked what the reason is for dramatic increase in disciplinaries. AD feels the increase is because of the change in behaviour and attitude in learners from last year. Last year, learners were just out of lockdown and a lot more reserved – this is very different to this year. AD highlighted that other organisations are also facing the same increases.
  - 798 non-live safeguarding reports. They are kept on system to be able to refer back to.
  - 162 live reports. 18 are at risk.
  - AD provided main points from the Prevent agenda.
  - BV queried whether the Andrew Tate social media coverage has had an impact on learners. AD advised that he has definitely had an influence on learners. This topic has been covered in PDP sessions and had a good impact on learners.
- Governor Champions Report (verbal)

DG provided a verbal update. The main points covered were:

- DG advised that the information was pulled on 3<sup>rd</sup> February and is aware that further visits have taken place since that date.
- 5 governors have been in to visit, with 2 governors coming in twice.

- Susan Hughes has been supporting with Safeguarding and EDI.
- Sarah Noble visited H&H at Princes Road. The Chair added it was primarily to visit the Hospitality department. SN has also visited to work with DG.
- Doug Zeeman has visited twice. Working with ME on GDPR and AD on health and wellbeing.
- Barbara Vohmann visited PR.
- Jenny Beaumont has visited Creative Design and Media. This is a new link role area for JB. JB also attended the stakeholder event last week, which hasn't been included in the data for this update.

### **881. MEETING SKILLS UPDATE (VERBAL UPDATE)**

- Progress to date

SH provided verbal updates on the knowledge stakeholder events held to date. The main points covered were:

- Creative & Cultural was held on 9<sup>th</sup> February. This event was held in collaboration with Essex Chamber of Commerce. 26 people attended - 17 of which were stakeholders. Representatives from SEC and Colchester Institute also attended as it was advertised as a public event by the chamber. Employability/softer skills came out as highly desirable by employers.
- SH reported that digital skills are becoming more sought after.
- SH/JS/Creative Design & Media team will move forward on actions once they have been received from the Chamber of Commerce.

- Future Plans

- Hospitality Stakeholder Knowledge Exchange – Tuesday 28<sup>th</sup> February.
- IT Stakeholder Knowledge Exchange – Thursday 30<sup>th</sup> March
- Business Stakeholder Knowledge Exchange – Thursday 23<sup>rd</sup> March.
- Travel Stakeholder Knowledge Exchange – w/c 5<sup>th</sup> June
- Sport & Public Services Stakeholder knowledge Exchange – w/c 17<sup>th</sup> April
- H&SC and CC Stakeholder Knowledge Exchange – w/c 1<sup>st</sup> May

### **882. SUB-CONTRACTING ARRANGEMENTS 2022-23 (UPDATE)**

Current subcontractors and outcomes were discussed. Learners have carried on from 2021/22 and will be supplemented by new starts.

ME informed the Committee that approval had been received from the ESFA to exceed the 25% cap this year. Contracts being placed to deliver by Easter.

The policy and process will be discussed at Audit Committee 28th February 2023.

**883. SELF-ASSESSMENT AND IMPROVEMENT**

- Monitoring of CIP 2022-23 (8.1)

There are no red areas in relation to progress and all are on point. Simplified the actions, owned by all and not just senior leaders. Collaboration and use of the plan being used. Further refinement of plan is required to ensure close monitoring of actions.

Five areas – Priorities

Priority 1 - Project Future KPIs are not fully met. January starts milestone achieved. Further withdrawal meant 16-19 student number target was not achieved (2220 students compared to target of 2250) shortfall of 30 students. Implemented 16-19 SWAPS, we are working with the DWP to deliver more. Implement Pearltech for Access and there will be April starts.

Priority 2– Good progress. Stakeholder engagement, implementing the changes to new framework. There is collaboration and Cross College engagement.

Priority 3 – Workforce development, staff turnover has reduced from 32.75% to 20%. Although still reliant on agency staff in Electrical and Business.

Priority 4 – Achievement in Ofsted preparation. Continue to work with Wider Leadership group to on Ofsted preparation. Improved data sharing in curriculum areas. Areas of Intervention presentations from Business, Sport and Public Services, Electrical and English and Maths.

Priority 5 – Learner experience, progress in terms of implementation, feedback from learners is good. Collaboration with all Directors.

The Chair commented that the ‘afternoon tea’ with the learners at Board Development Day went really well, although one learner said they didn’t have anything to complain about. The Chair said not all about complaints but the Board receiving positive feedback as well.

The Chair also commented that the destination data provided good, detailed information for future promotion of the college

- Curriculum Plan 2022-23 (update) (8.2)

The Curriculum Plan will be signed off by Board in July.

The Curriculum for 23/24 has been through a stringent process with the all CAMs and HODs presenting to CEG their curriculum plans. As indicated at the Board Development Day, the LSIP will drive innovation in our curriculum plan with adult provision and full cost being the bulk of this work. Although the 16-19 provision will remain relatively stable need to ensure the right qualifications and level of course for each learner that aligns to LSIP.

We will be updating the Strategic plan to ensure our mission aligns to skills need.

We have also submitted a capital bid for improvements to Engineering to deliver T Levels in Engineering and Process Controls for academic year 24/25.

We will continue to collaborate with IOT partners ensuring sharing of resources.

The Chair queried any decisions taken to date on the Hospitality area. The Stakeholder engagement evening is planned for 28th February, and this will inform any decision going forward.

JS queried the level of the Essential Digital Skills SWAP for April starts and suggested that this could be a higher level too.

## **TO RECEIVE AND NOTE**

### **884. RISK MANAGEMENT**

- Risk Report & Dartboard (9.1)

DH gave a presentation of the Curriculum Dartboard which will be uploaded to the portal. There were no surprises on the dartboard and all areas had been discussed or covered in papers submitted to the Committee.

- Key Performance Indicators 2021-22 (progress) (9.2)

ME gave feedback on the KPI's. Retention 1% lower than at this point last year. Their report reflected information already presented to the committee or included in the papers.

### **885. ANY OTHER BUSINESS**

None.

Meeting closed at 5.20pm

### **886. DATE OF NEXT MEETING**

Tuesday 16<sup>th</sup> May 2023 at 2.00pm

### **Policies – if applicable:**

- Student engagement strategy (every 3 years)
- Equality and diversity policy (every 2 years)