

## MOULTON COLLEGE

### TEACHING, LEARNING AND ASSESSMENT COMMITTEE

Minutes of the meeting held on Tuesday, 7<sup>th</sup> February 2023 at 4.00pm in the IT Suite

**Present:** Mr A Thomson (in the Chair), Mrs C Harris, Mrs P Hawkesford, Mrs S Ijewsky, Mr M Knibbs, Miss I Knowles, Miss M McArdle and Mr D McVean

**In attendance:** Mr D Aldridge, Mr B Billington, Mrs A Creasey, Mrs G M Hulley, Mr T Mangan, Mr T Redshaw, Mr M Smith and Ms F Williams (via Teams)

#### SECTION A – ROUTINE AND STANDING ITEMS:

---

**22/01 Apologies for absence (Agenda item 1)**

Apologies for absence were received from Megan Smith.

**22/02 Declarations of interest (Agenda item 2)**

There were no declarations of interest.

**22/03 Minutes of the last meeting (Agenda item 3, Paper A)**

With the exception of clarification that was required about action 61 which would be provided at next meeting, the minutes of the meeting held on the 29<sup>th</sup> November 2022 were approved as a true and accurate record.

**22/04 Actions from last meeting (Agenda item 4, Paper B)**

**Action 106 - Power BI:** The Committee was informed there was one person responsible for MIS who was currently working on developing Power BI. Current priorities were Apprenticeships and Finance; TLA developments would be completed by the start of the next academic year.

**Action 119 - EDI:** In view of the absence of the link governor at the Committee meeting, the Chair volunteered to liaise with him and the senior leadership team (SLT) in order to provide feedback at future meetings.

**Action 120a/b – CEIAG:** The Vice Principal Curriculum and Quality (VPC&Q) confirmed that an initial meeting had been held to explore potential ideas for improving learner support in 2023-24. A meeting would also take place with the curriculum teams to validate initial ideas. A proposal would then be presented to the SLT. A copy of the personal development plan would be circulated to the Committee.

#### SECTION B – QUALITY OF EDUCATION – INTENT:

---

**22/05 Operating plan and KPIs (Agenda item 5, Paper C)**

The report confirmed that performance against KPI targets overall was very positive, however, overall student attendance was down (c.6% below target) and projected Level 2 achievement for 16-18 was currently tracking below the set KPI targets. The VPC&Q reported a further 1% drop in attendance and retention since the report was written. Good progress was being made against the Operating Plan objectives. A number of these objectives awaited the output of the curriculum planning process before they would be updated.

The Committee sought clarification about the current actions being taken to stop any further decline in attendance. The VPC&Q outlined a number of activities that were being completed including: putting various interventions in place by curriculum and student support teams; data collected from exit surveys by MIS; and, implementation

of the continuing study policy. In some instances, student resilience was not strong; there were still repercussions following Covid; difficulties recruiting learning support assistants; and, some students needed to find employment. In terms of the next academic year, more student catch up sessions would be factored in. In addition, a more flexible approach was needed for 'supporting learners' who may not be ready for a qualification-based programme. A pre-entry level course was planned. In the longer term, more resources would be needed for the curriculum. Where course managers were concerned, their role had developed into something that as now much bigger which was challenging in terms of having sufficient time to do everything that was required, hence the need for a re-alignment of resources. The Committee questioned whether the KPIs that had been set were realistic; were they so challenging they that had become unachievable. It was agreed a further update would be shared at the next meeting in May 2023 (**Action 121** – VPC&Q). Where Apprenticeships were concerned, a dashboard was in development and the team was confident that the current data was sufficiently robust for monitoring purposes. Where employment prospects were confirmed, the Executive Director Skills and Business Development confirmed that on completion of an apprenticeship, job opportunities were available. A KPI of 100% had been set. Confirmation was also given that skills coaches followed the same framework as curriculum staff with early indications of being strong on delivery.

**Resolved:** To receive the report on the Operating Plan and KPIs.

**22/06 Risk Management (Agenda item 6, Paper D)**

The report confirmed that there had been no change in the scoring of the risks but there was significant work ongoing to mitigate the risks including evolving the curriculum and business planning process informed by the Curriculum Efficiency and Financial Sustainability Support (CEFSS) review which was completed in October 2022. The main areas of concern were the inability to invest financially in staffing and resources which directly impacted on the quality of the student experience. The Committee confirmed that the report provided very clear analysis of the current situation

**Resolved:** To receive the Risk Management report.

**SECTION C – QUALITY OF EDUCATION – IMPLEMENTATION:**

---

**22/07 Safeguarding and Prevent (Agenda item 7, Paper E)**

The report outlined safeguarding activities in the previous term and what steps had been taken to ensure the College remained compliant with its legal duties. Learners continued to present with a wide range of complex issues with a 3% increase on the same period in the previous year. There had been an increase in behaviour, peer issues and suicidal thoughts. Students with EHCPs on mainstream programmes were disproportionately involved in concerns. Staff vacancies and difficulties recruiting and retaining had impacted on the number of students who had been supported via a drop-in service. There had been an uptake to the Student Assistance Programme. A review of the student support and experience offer was underway to further enhance services for students.

The Committee questioned progress of any staff who had not read KCSIE. Confirmation was received that this had been a small number of staff and this had now been completed.

**Resolved:** To receive the Safeguarding and Prevent report.

## **22/08 Curriculum Plan (Agenda item 8, Paper F)**

The curriculum planning process was launched in October 2022 and had been informed by the CEFSS review completed by the FEC office as well as a report the Corporation had commissioned on 'Research to inform the College curriculum strategy 2022, Pauline Odulinski OBE, July 2022.' The College awaited the production of the LSIP by the Chamber of Commerce and once published, any identified priorities would be incorporated into the curriculum plan. The Heads of School had presented their draft plans to SLT and the summary of their proposals were detailed in the report. Projected student recruitment figures at this draft stage were still being scrutinised and challenged to ensure they were realistic. Governors' attention was directed towards pages 6-8 which had been put forward by the Heads of School for new provision or provision to be removed. The next stage of the process would be for each Head of School to meet with the finance team and MIS to discuss student numbers and capital requirements.

The Committee welcomed the draft report and asked that the next version should include detail about the pre-entry support programme which was discussed earlier in the meeting; the five year vision for supported learning; and, a statement about partnership opportunities that would be critical for future success. The curriculum plan would evolve over time and this would be an opportunity to include detail on the use of technology to influence learning or for use in the workplace. Governors received assurances that each Head had presented data to evidence there was sufficient availability of jobs for the five year period. A copy of the report would be circulated to the whole Corporation to gather feedback. The next version would be presented to the TLA Committee (May 2023); the F&R Committee (3<sup>rd</sup> April) prior to approval by the Corporation in July 2023.

**Resolved:** To receive the Curriculum Plan.

## **22/09 Higher Education (HE) Strategy (Agenda item 9, Paper G)**

The Director of Quality and HE confirmed the report was an entirely new strategy introduced to focus on the Higher Education provision at Moulton College. It would be used to steer clear action towards growth, provision and inclusivity. The strategy offered six key points to ensure robust growth was driven through: expertise, increased numbers, driven CPD, student centred, widened participation and adoption of new learning agendas. Feedback was sought to shape and enhance the strategy in order to ensure high impact activities were driven from this approach.

Questions from the Committee included:

- Details of any underpinning research that had been completed, for example, SWOT analysis and labour market opportunities. This had been completed for HE and featured in the Curriculum Plan rather than this strategy document.
- Confirmation of Moulton's USP which was agreed as Sport, Animal Welfare and Construction. Retention for HE was massively better than last year; quality indicators were confirming improvements and the time was now right to introduce the HE strategy.
- Any potential to include more detail about partnerships; the principle of having a range of partners needed to be more explicit. The Director of Quality and HE confirmed this would be addressed in the supporting action plan that would be produced once the strategy had been approved.

Feedback on potential areas of development in the strategy related to ensuring technology was fully captured and a need for consistency across key reports where

this was concerned (Curriculum Plan and IT Investment Plan). There was also potential to make greater links with Apprenticeships and Higher Apprenticeships.

In terms of next steps, the Director of Quality and HE confirmed that the report would be updated to take into account feedback. The report would then be shared with the HE team to gather further feedback on the proposed approaches. The strategy would then be implemented.

**Resolved:** To approve the HE strategy

#### **22/10 IT Investment Plan (Agenda item 10, Paper H)**

The report was an update on activity undertaken to move forward the IT investment plans. The report included a Digital Transformation Strategy for TLA and Curriculum 2023-26 as an appendix. This very much reflected the collaborative nature of the project in relation to consultation between IT and Curriculum.

In response to when the Digital Transformation Strategy would be implemented, the Director of TLA confirmed this was dependent upon other aspects of infrastructure in terms of meeting the day to day requirements of the College. A priority for the short-term was to make the IT system faster and better. In response to a question about the impact of technology on how the curriculum would need to be redesigned, the Director of TLA confirmed that Heads of School had created plans for each of their areas that responded to this. Costings were still required and would be subject to discussion at the Finance and Resources Committee. There was general consensus amongst the Committee of the need to get the basics in place; student governors both confirmed the importance of this in terms of enhancing their experience. Caution was shared about levels of investment and how other colleges had invested heavily in IT equipment only for it to be then out of date some time later. Opportunities for partnerships should also be explored.

A detailed action plan and timeline was now required to give the relevant Committees and Corporation assurances around how the IT investment plan was being implemented in the short-, medium- and longer-term (**Action 122 – COO**).

**Resolved:** To receive the IT investment report.

### **SECTION D – QUALITY OF EDUCATION – IMPACT:**

---

#### **22/11 Performance Monitoring Boards (Agenda item 11)**

The Director of Quality and HE confirmed that PMBs occurred every six weeks. PMB (3) was successfully completed in December 2022; PMB (4) was due to commence week commencing 23<sup>rd</sup> February 2023. The key focus remained on learners at risk and the support on offer to retain those students. Course Managers would be attending PMB (4); they would be asked to report on their key KPIs, attendance gaps and ensure regular and timely RAG rating was in place in line with monthly checkpoints.

**Resolved:** To note the report on Performance Monitoring Boards.

#### **22/12 Quality Improvement Plan 2022-23 (Agenda item 12, Paper I)**

The Quality Improvement Plan for 2022-23 was developed from the College SAR and Action Plan. The report was the latest copy and was last reviewed as part of Milestone 1 in December 2022 and January 2023. A second milestone review would be February 2023. The report confirmed that there were a total of 47 actions; 4 were completed; and, 43 were in progress. A large number of actions were subject to

ongoing monitoring and would not be successfully completed until the year end; as a result, they would remain 'active'. There was no immediate concerns within the quality team.

**Resolved:** To receive the Quality Improvement Plan.

#### **22/13 Stakeholder voice (Agenda item 13, Paper J)**

The report confirmed that in the last five working weeks since the last report, there had been 15 focus groups (171 students) completed by the Quality and Standards Manager (QSM) and two by outside agencies. Three surveys had also been running: Parent/Carer; Residential student; and, Residential parent/carers. Student governors Ivy and Megan confirmed they were currently working with the QSM to audit the current system so that student voice was more accurate and to ensure that students felt more comfortable to talk about their compliments and/or complaints. Personal experience suggested there were some gaps in the system in terms of reporting. A pilot would be completed whereby Ivy and Megan would meet with groups of students from different courses and levels. Student forums had been replaced by focus groups. Ivy and Megan reported this was potentially a missed opportunity to gather feedback from student representatives.

The Principal confirmed that the plans to create a students' union in the next academic year would be an ideal opportunity to involve student representatives. The VPC&Q and Student Enrichment Manager were working together on this initiative and in time, would produce an action plan. The three student governors would be invited to be involved in the planning and a timeline would be produced (**Action 123** – VPC&Q). In a discussion about how supported learners' voice was captured as they were not part of the focus groups, the Committee recommended that an annual focus group should be introduced for these learners (**Action 124a** – QSM). The report included a number of themes that had arisen from the meetings. The Committee asked that future reports should identify what actions had been taken: 'You said, we did' (**Action 124b** – QSM).

**Resolved:** To receive the stakeholder voice report.

#### **22/14 Continuing Professional Development (Agenda item 14)**

- a. **Teaching staff (Paper Ka):** The report highlighted the intended plans to monitor and support the development teaching staff and the priorities of focus. This included the learning walk process and the CPD focus in order to ensure the College continued its journey to excellence.
- b. **Support staff (Paper Kb):** To date, there had been 156 CPD activities across a range of topics including: teaching qualifications; health and safety; and, safeguarding and wellbeing. More sessions were being delivered on a face to face basis. The CPD budget would be split between the Director of TLA and the Executive Director of HR from this term to ensure a more efficient assessment and consideration of CPD requests.

The Committee welcomed the report and acknowledged the importance of making CPD opportunities available to all staff. Good CPD was essential for staff wellbeing; improved morale; and, to help the College achieve outstanding. The Chair offered some examples of CPD for future consideration subject to budget.

**Resolved:** To receive the report on Performance Monitoring Boards.

#### **22/15 English and Maths (Agenda item 15, Paper L)**

The Committee was informed that a lot of the key challenges remained the same. In this academic year, learner numbers had not increased as expected; there was an additional 18 learners and 56 enrolments compared to the previous year. It was possible that there would be a greater increase in learners studying Maths and English in 2023-24 which would require additional resources. Attendance was a challenge. This was not unexpected given the number of learners in GCSE classes who had moved from Entry level 3 or had a previous Grade 2; staffing inconsistencies also contributed to the fall from 2021-22. English high grade passes had increased by 10% from the previous year and was now 45%. Tuition funding was being used to deliver 1:1 and small group sessions as well as additional specialist support in classes.

In response to a question about students understanding the importance of these qualifications, the Head of School confirmed there were some curriculum areas who were very good at promoting the benefits of both subjects as well as making links during vocational subjects to the workplace. The next stage would be to ensure greater consistency across all curriculum areas.

**Resolved:** To receive the English and Maths report.

**22/16 Link Governor Scheme (Agenda item 16)**

Pauline had met with a small group of level 1 and 2 students. Feedback included: most students felt the course was as or better than expected; everyone confirmed they were being well prepared for exams; and, levels of satisfaction were generally high. Pauline met with the Director of TLA and reported on lots of work being completed in relation to resilience to build students' understanding and awareness. CPD was effective with a huge increase in sharing methods between departments. There was also lots of work on how formative assessment was being used to prepare people for exams. Where English and Maths was concerned, timetabling had improved; and, the tuition fund was being well used. There had been some unavoidable staffing issues which had affected attendance. Suzzanne reported on her meeting with Alison Creasey. The termly report had been subject to a detailed discussion; the biggest risks were resources and staffing.

**Resolved:** To note the reports on the Link Governor Scheme.

**SECTION E – CLOSING ITEMS:**

---

**22/17 Any other business (Agenda item 17, Paper M)**

Draft FE Commission (FEC) Intervention report: A copy of the report had been received. The Principal confirmed the report reflected the positive visit that had taken place in December 2022. The FEC team were supportive of the progress made to date with finance; good progress had also been made with the CEFSS review. The report confirmed there had been a slight decline in achievement rates which mirrored the national picture. The FEC team would revisit the College in six months. The Chair of Corporation highlighted the need for the Committee and the Corporation to be provided with the appropriate level of analysis of the trends, performances and student outcomes. This would ensure appropriate scrutiny and challenge. The Chairs of Corporation and Committee would discuss how this could be resolved including any additional training for governors.

**22/18 Date and time of next meeting (Agenda item 18)**

Tuesday, 9<sup>th</sup> May 2023 at 4.00pm in the IT Suite.

Meeting closed at 6.08pm.