

# MINUTES OF A MEETING OF THE BOARD OF LEICESTER COLLEGE CORPORATION:

## SPECIAL MEETING OF THE CURRICULUM STRATEGY AND QUALITY IMPROVEMENT COMMITTEE HELD ON 15 JUNE 2022 VIA TEAMS



Present:	Anne Frost (Chair) Zoe Allman Lisa Armitage Shaun Curtis	Danielle Gillett Verity Hancock Harmeet Kaur
In Attendance:	Louise Hazel Debi Donnarumma  Kully Sandhu Claire Willis Yvette Sexton	Director of Governance and Policy Vice Principal Study Programmes and Apprenticeships Vice Principal Adult and HE Director of Quality Improvement Director of BECT (item 3)

### **1 DECLARATIONS OF INTEREST**

- 1.1 There were no declarations of interest.

### **2 APOLOGIES FOR ABSENCE**

- 2.1 Apologies were received from John Allen. Jai Sharda and Akith Maluge were absent.

### **3 MINUTES OF THE LAST MEETING AND MATTERS ARISING**

- 3.1 The minutes of the meeting on 27 April 2022 were **agreed** as an accurate record and **approved**.
- 3.2 The Principal reported that the Freeman's Park Nursery had just been inspected by Ofsted and was judged to be Good.

### **4 CURRICULUM AREA FOCUS**

- 4.1 The Director of Business, Enterprise Computing, Travel and Tourism gave a presentation on the work of the curriculum area. The following points were highlighted.
- 4.1.1 The area covered hospitality and food including taste restaurant at FPC; business travel and tourism at APC; business and law, accountancy,

- computing and HE at SMC; and provision at the City Skills Centre.
- 4.1.2 It was an area of continuing growth with 929 16-18 enrolments and 393 adult enrolments in 2021/22.
  - 4.1.3 Achievement rates for 16-18s were 6.9% above national for 2020/21 and predicted to be high again for the current year. Adult rates had been 2.7% below national last year but were predicted to increase this year.
  - 4.1.4 Post-COVID-19, the area had been working to enhance student wellbeing, focus on digital delivery, encourage adults back into College and promote opportunities for trips and external enrichment activities.
  - 4.1.5 The student survey showed very positive responses with high levels of satisfaction above the College averages in most areas, indicating the area's success in curriculum development and support for students.
  - 4.1.6 There remained some remote learning where this was appropriate and beneficial to the course. There were many opportunities for visits and external and speakers from industry including international experts delivering virtual talks and workshops. Computing had been working to engage more girls in ICT. Hospitality and food also benefited from both the taste restaurant and many industry professionals supporting through competitions and project tasks.
  - 4.1.7 The Peter Jones Enterprise Academy had been running for a decade and had good student success with many students nominated for the Entrepreneur of the Year award. A student was also now on the Youth Board of the LLEP.
  - 4.1.8 There was lots of innovation in curriculum delivery and design and many staff development and CPD opportunities.
  - 4.1.9 The area delivered T levels in digital and business routes and planned to develop more T level routes and HTQs.

#### 4.2 **Governors asked a number of questions including:**

- 4.2.1 **The collection of subjects within the area seemed a bit of a mix; what brought them all together?** They were all interlinked and connected by being business focused and customer facing industries. The areas worked well together with some staff teaching across different areas.
- 4.2.2 **What had helped to increase achievement rates?** Retention and achievement had both improved. There had been an issue in food previously but a lot of work had gone in to supporting students. Retention had been an issue particularly for adults and the pandemic had affected this. Achievement for AAT had also improved; workshops had been run throughout the year to help adults feel more supported. There had also been issues with losing staff particularly in digital to DMU and the College had struggled to attract staff for that and AAT although there had been more success recently. In the hospitality sector, chef's pay had increased and so there were likely to be recruitment issues in the future.

#### 4.3 **Governors thanked the Director for her presentation and noted the information.**

## **5 PREDICTED ACHIEVEMENT**

5.1 The Director of Quality Improvement gave a presentation on predicted achievement. The following points were highlighted:

- 5.1.1 Overall predicted achievement was at 89.9% compared to 85.7% in the previous year. All levels were also predicted to show increases on 2020/21.
- 5.1.2 For EPYP, there was expected to be a significant improvement at level 1, a slight decrease at level 2 and an increase at level 3.
- 5.1.3 It was likely that there would be a decline in GCSE results because of CAGs and TAGs in previous years. Attendance at GCSE exams was slightly down but still at 90-92%. English 9-4 was predicted at 35% compared to 39.7 % in 2020/21 and maths predicted at 41% compared to 56.8%. However, it was harder to predict outcomes and judge where grade boundaries would be this year.
- 5.1.4 Looking at the datasets, there were fewer 16-18s enrolled and some students would be on T level two-year courses whereas previously they would have been on one-year courses.
- 5.1.5 Adult achievement was predicted to be at 94.6% compared to 90.7% but this would change because delivery of summer schools continued over the summer.
- 5.1.6 Apprenticeships were predicted to show a significant improvement on the previous year and to be higher than NARs.

5.2 **Governors asked a number of questions including:**

- 5.2.1 **It looked as if there was no need to be concerned about the predicted outcomes. GCSEs looked down but that was to be expected and apprenticeships looked good. Overall they were reassuring figures given the circumstances.** Agreed.
- 5.2.2 **Was there anything that could be done to improve attendance at GCSE exams?** English and maths attendance had been down all year but a lot was being done to support and encourage students to attend. They were called if they had not turned up and breakfast was provided; students were informed that no shows would be charged. Exams were now being held at FPC to reduce the need to travel. It was noted that these students might not have sat exams before and the College's attendance was strong compared to other colleges.

5.3 **Governors noted the information.**

## **6 CURRICULUM STRATEGIES**

6.1 The Vice Principals presented the Curriculum Delivery Plan for 2022/23. The following points were highlighted.

- 6.1.1 The Curriculum Delivery Plan incorporated the main elements of the curriculum strategies. The plan included an assumption that there

would continue to be some legacy impact of COVID-19 but it also increased assumptions around an increase in student numbers from the current year.

- 6.1.2 The policy context and implications for the College were explained in the plan.
- 6.1.3 The plan also set out the main areas of growth and contraction within each Curriculum Area; these changed were based on assessment of local need and demand.

## 6.2 **Governors asked a number of questions including:**

- 6.2.1 **What were the main drivers for change in the curriculum?** These were the LLEP and regional skills priorities, progression opportunities, any gaps in the market and the need for basic skills provision locally. The need to respond to education reforms and develop a career led curriculum was central to the approach. British Values were embedded as was enterprise to make sure that students were ready for work. In terms of HE, the College's areas of specialism provided the driver for change.
  - 6.2.2 **Had international activity now ceased?** It had; the College was finding it hard to compete for international students.
  - 6.2.3 **Presumably the plans around community and employer engagement would be building on existing work?** Correct. The approach to employer engagement was changing slightly with the aim of engaging employers in a more holistic way, looking at how the College as a whole could meet their needs.
  - 6.2.4 **There would be an appetite for that.** Agreed; it would also help the College reputationally.
- 6.3 The Principal reported that growth in adult activity was constrained by the funding allocation. The grant for 'community' work was £190k and had not changed for many years. Discussion continued over devolution and there was no resolution of this but this might have an impact on the College's adult delivery if it happened.
- 6.4 The Vice Principals then presented the Curriculum Strategies for 2022-2025. The following points were highlighted.
- 6.4.1 The strategies for EPYP, Adult Education, Apprenticeships and HE had been discussed in detail at the away day.
  - 6.4.2 There had been helpful discussion in relation to the risks identified; further feedback on the objectives was welcome.
  - 6.4.3 Additional risks around the achievement of English and maths for young people, employer engagement would be added. There was more to say about opportunities for new provision and about how the KPIs around personal development could be measurable. Further minor changes would be made to the strategies.
- 6.5 **Governors agreed to recommend the Curriculum Delivery Plan and Curriculum Strategies to Corporation for Approval.**

## **7 QUALITY IMPROVEMENT STRATEGY**

7.1 The Director of Quality Improvement presented the Quality Improvement Strategy for 2022-2025. The following points were highlighted.

- 7.1.1 The strategy built on work over the past four years and included aims to continue to develop the pedagogical and digital pedagogy skills of practitioners; deliver responsive CPD programme driven by external/internal influences; ensure a timely, consistent and effective approach to Quality Assurance; and develop and implement digital platforms to support and enhance teaching, learning and assessment (TLA).
- 7.1.2 There would be a focus on developing an anti-racist pedagogy and on the planning and sequencing of delivery to help ensure consistency.
- 7.1.3 A new programme of deep dives was being implemented which would emulate what Ofsted inspectors would do during inspections.
- 7.1.4 The digital strategy group was now meeting to look at how the digital strategy would support the quality of TLA.

7.2 **Governors asked a number of questions including:**

- 7.2.1 **How would governors oversee the implementation of the strategy and what information would come to CSQI?** CSQI would receive updates on the QIP, the actions within which aligned to those in the strategy action plan. It would also receive termly updates on the deep dives and a mid-point review of the strategy during the three years, as well as reporting on the KPIs.
- 7.2.2 **Would it be possible to confirm that the planned deep dives were on track?** This would be reported to the Committee.
- 7.2.3 **It might be helpful to draw out a bit more on what the College had done in response to the previous Ofsted.** Noted.

7.3 **Governors agreed to recommend the strategies to Corporation for approval.**

## **8 QIP UPDATE**

8.1 The Director of Quality Improvement gave an update on progress with the QIP. The following points were highlighted:

- 8.1.1 Good progress was being made; all actions had been RAG rated, most were green or amber and there were no concerns.
- 8.1.2 Some of the impacts would not be known until all the achievement data was in and the work around personal development had been completed but the new programme would be introduced in September and so these items were still rated amber.
- 8.1.3 Destinations data was being captured but the data sets were not yet

combined because of capacity limitations within the ICT team and so was rated red.

8.2 **Governors commented that there had been progress in collecting destinations data but having it collated would be helpful.** Agreed. The data looked very positive but there was still work to do to increase the number of responses.

8.3 **Governors received and noted the paper.**

## **9 KPI MONITORING**

9.1 The Director of Quality Improvement gave an update on KPIs. The following points were highlighted.

- 9.1.1 Attendance was showing as 85.3% overall, which was slightly down on the previous year; this appeared to be the case across the sector.
- 9.1.2 Retention was high at 96%. This was slightly down on the previous year which was also to be expected given that much of the delivery was online. There were no major concerns arising from the QA meetings.
- 9.1.3 Apprenticeship retention was at 76.9% but courses ran over more than one year and so there would be impact in future years. Predicted achievement showed that those who were retained achieved well.
- 9.1.4 The fourth progress point had taken place. This showed the predicted number of fails was around 10%, similar to PP3. The way target grades were set was changing and it should be possible to look at distance travelled next year.

9.2 **Governors asked a number of questions including:**

- 9.2.1 **What was being done to improve attendance?** The College was using all the strategies it always did to improve attendance but staff were reporting that students and parents were more disengaged and a lot of people were prioritising work over study because of the cost of living crisis. Students and their parents were being contacted to encourage students to attend and a series of carrots and sticks were used. It would be important to set clear expectations about attendance at the start of the new year.
- 9.2.2 **Was apprenticeship retention similar to the previous year?** It was but was slightly up on the last pre-COVID-19 year.
- 9.2.3 **Why had the predicted achievement rates for apprentices dropped?** The data included the current position and many apprentices were still waiting for their EPA; this figure would increase.
- 9.2.4 **Were all the fails definite fails?** No and this figure would change over the course of the year based on the assessment of risk during the PP process.

9.3 **Governors received and noted the update.**

## **10 COMMITTEE WORKPLAN**

10.1 The Director of Governance and Policy presented the Committee workplan for 2022/23. The following points were highlighted.

10.1.1 An additional meeting had been scheduled for September to provide more space for consideration of feedback from the new deep dives and for curriculum area presentations.

10.2 **Governors approved the workplan.**

## **11 DATE OF NEXT MEETINGS**

- 28 September 2022
- 9 November 2022
- 1 February 2023
- 26 April 2023
- 14 June 2023

## **12 ANY OTHER BUSINESS**

12.1 There was no other business.