



**CALDERDALE COLLEGE
CURRICULUM, QUALITY AND STANDARDS COMMITTEE MEETING**

**Minutes of the Meeting held on 16 March 2023, 17.00
In the Inspire Centre meeting room and via MS Teams**

Present:

Jessica Ainsworth	Staff Governor
Claire Chapman	Student Governor
Peter Clark	External Governor & Chair of the Corporation
Diane Cothey	External Governor
Richie Dunk	External Governor
Jenny Grainger	External Governor & Committee Chair
Saad Mahmood	Student Governor
David Malone	Principal & Chief Executive
Nazia Mukhtar	External Governor
Paul Waterworth	Staff Governor

In Attendance:

Syed Majid Bokhari	Head of Student Services and Admissions
Lisa Eaton	Head of Quality
Karl Veltman	Deputy Principal - Quality, Curriculum Development and Student Experience
Jane Taylor-Holmes	Clerk to the Corporation
Simon Dunn and students	Curriculum Area Leader – Creative & Digital Studies – for Curriculum Spotlight only

Agenda: There were no items of other business.

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	Curriculum Spotlight – Creative and Digital	
1	Committee members welcomed Simon Dunn and three students to the meeting.	
2	Mr Dunn provided a presentation on work being done in his curriculum area. In particular, information on project-based learning was provided. Examples included projects undertaken with Northern Rail, Calderdale Council and Cromwell Bottom nature reserve.	

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4	Mr Dunn explained how students were involved in the projects and how the curriculum areas had developed relationships with local employers and third sector organisations.	
5	Mr Dunn provided examples of the projects undertaken and referenced artwork on the rail line, the creation of pop-up class rooms and the scheduled celebration of Anne Lister's birthday at the Piece Hall and the Minster bringing together songs and performances from students following their examination of original diary entries.	
6	Mr Dunn commented on the invaluable experiences being gained by students and that students and tutors were working and learning together during the projects.	
7	Committee members welcomed three students; Finlay, Aishah and James to the meeting. The students provided personal accounts of activities they had undertaken and the benefits of involvement in project-based learning.	
8	In particular, the benefit of gaining work-based experience and skills and the exposure to different areas of work to help them decide future career paths or industries was noted.	
9	Another advantage was in development of communication skills as the projects often included individuals from a diverse cross section of the community. The projects strengthened community engagement and integration.	
10	Mr D Malone, Principal and Chief Executive asked what the College could do more of to support students. All students agreed that more project-based learning opportunities would be welcome.	
11	Committee members thanked Mr Dunn and the students for their attendance and contribution.	
12	Mr Malone commented on the importance of ensuring that project-based learning opportunities are available for all students in all curriculum areas.	
14	<p>CQS/23/101 - Apologies for absence</p> <p>Apologies were received from Safia Kauser, External Governor and Committee Vice Chair and Andrew Wright, External Governor.</p>	

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15 16	<p>CQS/23/102 – Confirmation of eligibility, quorum and declarations of interest</p> <p>No notice had been received of any member becoming ineligible to hold office. The meeting was quorate.</p> <p>Mr P Waterworth, Staff Governor declared an interest in agenda item CQS/23/113. Mrs J Grainger, External Governor and Committee Chair declared an interest in items pertaining to Higher Education. There were no further declarations of interest in agenda items.</p>	
17	<p>CQS/23/103 – Minutes of the meeting held on 1 December 2022</p> <p>Resolved – That the minutes of the previous meeting held on 1 December 2022 be approved as a true and accurate record.</p>	
18 19 20 21	<p>CQS/23/104 – Matters Arising</p> <p>The Matters Arising Matrix was considered.</p> <p>It was noted that there were a small number of actions with no date for completion identified; it was agreed that these would be further considered and scheduled into the Committee timetable.</p> <p>Ms L Eaton, Head of Quality updated the Committee on the Mobile Phone project. Ms Eaton explained that in partnership with the Local Authority the College had received 50 mobile phone devices to provide disadvantaged students with digital access and connectivity (6GB of data and unlimited calls and texts). Students had been identified through a wide range of staff including tutors, coaches and through student services. Ms Eaton explained that initially 36 devices had been gifted to students and that the digital access was provided for an initial period of six months. At the end of the six-month period, the phones were unlocked enabling students to purchase a SIM card if they were able to do so to continue using the phone.</p> <p>The College had since joined the national data bank and had received a number of pre-paid SIM cards which had been distributed via student services to support ongoing connectivity. The gift of the phone had proved life changing</p>	

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22 23 24 25	<p>for all students who had received one and there had been positive feedback from students and their parents.</p> <p>Ms Eaton explained that, in addition to the phone and data; support for students to access technology had been provided through the technology centre.</p> <p>The remaining phones continued to be distributed, the most recent phone being allocated to a student identified through the Attendance Taskforce.</p> <p>Feedback had been provided to the local authority on the success of the project and the dialog remained open should further devices become available for distribution.</p> <p>All further actions were complete, on the agenda or for completion at a future date.</p>	
26 27 28 29 30 31	<p>CQS/23/105 – Student Engagement</p> <p>Ms Eaton provided feedback in relation to student satisfaction.</p> <p>It was noted that student satisfaction was largely positive and the results of the recent student voice entry survey were shared.</p> <p>Committee members questioned how the response rate of 61.6% could be improved to ensure that all students were participating. Mr Malone commented that engagement was linked to the digital strategy and access through apps was to be used to provide easy participation.</p> <p>Committee members agreed that it was positive to see that the area with the highest student satisfaction was in relation to teaching, learning and assessment and the improvements in positive responses to student induction.</p> <p>Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience explained that a review of the lowest levels of student satisfaction had commenced and actions had already commenced to improve in areas such as digital infrastructure and Wi-Fi access.</p> <p>Ms Eaton explained that a response plan had been developed rather than action plans in individual curriculum areas to allow progress to be better tracked.</p>	

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32	Mr Malone commented that he had met with Mr S Bokhari, Head of Student Services and Admissions about early contact with new students and it was agreed that the activities introduced to support students during COVID would be reinstated as these had been positively received.	<p data-bbox="1209 904 1445 1016">Action: Ms Eaton and Mr Mahmood and Ms Chapman Spring 2023</p> <p data-bbox="1209 1050 1414 1189">Action: Mr Malone, Mr Veltman & Mrs Taylor-Holmes May 2023</p>
33	Ms J Ainsworth, Staff Governor for further information in relation to the 19+ survey response rate. Ms Eaton explained that a higher response rate would be beneficial and the importance of Tutors delivering information on access to surveys as part of tutorial sessions was noted. It was agreed that it was important that messages about the student survey and the benefits of completion were delivered consistently and to all students. Mr Malone explained that targets would be identified through the new appraisal system in relation to student survey response rates.	
34	Committee members received information on the Student Focus Groups and it was agreed that Student Governors would be invited to attend future sessions. It was agreed that opportunities for Governors to more broadly interact with students through for example, Governor Development days would be explored.	
35	Resolved: Committee members noted the content of the Report.	
CQS/23/106 – Complaints 2021/22		
36	Ms Eaton provided the Complaints Report on behalf of the Quality Systems Manager.	
37	Committee members noted that, as requested, additional information on trends, complaints by Faculty and Business Support Units and a summary of actions taken where complaints were upheld had been included in the report.	
38	Ms Eaton confirmed that as of 1 March 2023 there had been 15 recorded complaints which was a reduction in the same period last year.	
39	Mr Malone explained that the development of a digital system to ensure that the complaints process was followed and communication provided within the stipulated time scales was being explored.	
40	In the review of complaints by Faculty, Mr R Dunk, External Governor, asked about the number of complaints upheld	

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41	<p>or partially upheld in apprenticeships. Mr Malone commented that there had been some concerns raised in relation to the quality of apprenticeship delivery, the provision had been temporarily paused and a full review had been undertaken. It was agreed that further information would be provided on progress in this area to the next meeting.</p> <p>In addition, further information in relation to the upheld and partially upheld complaints in SHC would be provided to the next meeting.</p> <p>Resolved: Committee members noted the content of the Report.</p>	<p>Action: Mr Malone / Mr Veltman June 2023</p> <p>Action: Ms Eaton June 2023</p>
43	<p>CQS/23/107 – Whole College Performance report</p> <p>Mr Veltman presented the paper.</p> <p>Mr Veltman explained that overall attendance was 82.4% and Maths and English attendance for 16–18-year-old students was 69.9%. Retention was high across all areas.</p> <p>In response to the attendance challenges, Mr Veltman explained that a RESET campaign had been introduced to drive up attendance. This included free travel and breakfast and the introduction of an Attendance Taskforce supporting students with telephone calls to encourage attendance and incentives such as the provision of free tablets for the most improved attenders.</p> <p>It was noted that whilst attendance was slightly lower than the same point in the previous year, improvement was being demonstrated week on week.</p> <p>Committee members agreed that it was important to consider the context and the challenges in local schools, universities and the College sector and nationally around attendance post pandemic. Mr Veltman referred to the importance of early communication and the focus on attendance at the start of the academic year.</p> <p>Mr Malone commented that vocational course tutors were being supported to focus on the importance of Maths and English attendance and again this would be a focus within the first six weeks of the new academic year.</p> <p>Mr Veltman commented that identification of pre-College experience linked back to student satisfaction and ensuring</p>	
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	that Tutors enquire about previous experience in Maths and English to support students.	
50	Mr Dunk asked for additional information regarding 16-18 vocational attendance in apprenticeships. Mr Veltman commented that there were a number of sectors such as in health and social care where organisations were struggling to release students to attend college. Mr Veltman explained that a steering group had been established and a quality improvement plan put in place to ensure consistency of delivery. A digital application to track the apprenticeship journey from end to end was being procured to further improve provision in this area.	
51	Mrs Grainger asked whether the digital system would address concerns raised through the Mock Funding Internal Audit. Mr Veltman explained that this would assist in tracking apprenticeships and in particular would address the biggest challenge of communication. It was noted that the digital system would be implemented for newly recruited apprentices.	
52	Committee members noted the Attendance and Intervention Position Statement at appendix A of the report.	
53	In relation to retention; Mr Veltman explained that whilst retention was strong, curriculum teams were assessing students with two- and four-week non-attendance, ensuring that any withdrawals had been implemented and support and intervention provided where needed.	
54	Progress and expected achievement were good across all areas including apprenticeships. Mr Malone commented that expected achievement in apprenticeships was likely to significantly improve from 49% to 60% then to 70% during 2023/24.	
55	Mr Veltman explained that there were progress checkpoints in place to ensure targeted intervention. Catch up funding was available for learners identified as high or medium risk.	
56	Mr Dunk referred to SHI and the high percentage of high-risk learners and asked whether there were actions in place to support students to succeed. Mr Malone commented that there was a need to prioritise those at high risk at different points of the year to ensure that resources were being focused appropriately. The College was exploring	

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57	ways to focus on high aspiration earlier in the year to free up resources later in the year to those who were struggling and at high risk. Where there was an area with significant risk, a process was required to allow support to be transferred from one area to another to ensure learner success. It was noted that progress boards were reviewed for every student.	<p data-bbox="1209 936 1378 1048">Action: Mr Malone / Mr Veltman June 2023</p>
58	Ms Eaton referred to the streams of works in place to support students through intervention, coaches and student services.	
59	It was agreed that an increase in the number of students exceeding their achievement and progress targets would be positive. Mr Malone commented that the quality of targets linked to accurate data upon entry to the College was important to achieve this. It was agreed that consideration would be given to how data was presented to the Committee and the commentary around the data to ensure that distance travelled and the impact of interventions could be demonstrated.	
60	Mrs Grainger referred to the value-added metric in HE and asked whether this was used in Colleges. Ms Eaton commented that there was a similar methodology used to set aspirational minimum target grades based on qualification grades on entry. The challenges around the methodology application were discussed noting that the same approach was taken throughout the sector.	
61	In relation to grades on entry, Ms Eaton referred to the impact of teacher assessed grades and the subsequent assessment of knowledge and skills upon entry to the College.	
62	Resolved: Committee members noted the content of the Report.	
63	<p data-bbox="312 1666 890 1697">CQS/23/108 – College Action Plan</p> <p data-bbox="312 1733 1187 1839">Mr Malone presented the College Action Plan update. Mr Malone referred to the actions rated as amber within the report.</p> <p data-bbox="312 1877 1187 1982">Mr Malone commented that tribal benchmarking had been undertaken throughout the College and had identified some areas where the College was under and over staffed,</p>	<p data-bbox="1209 1899 1401 2033">Action: Mr Malone May Governor Development session</p>

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64	<p>feedback and the output from the benchmarking this would be presented to the Corporation in due course.</p> <p>In relation to actions around Higher Education; Mr Malone commented that work had been undertaken with the Local Authority to discuss provision in this area and there was a real keenness expressed to ensure HE and HTQ provision continued locally.</p>	
65	<p>In relation to the development of a Commercial Strategy; Mr Malone further explained that through the Curriculum Planning Process, additional income streams were being explored to ensure that the estate was fully utilised and opportunities fully maximised.</p>	
66	<p>Further in relation to apprenticeships broadly, Mr Malone explained that this remained a key area of focus and following a pause in provision performance in relation to engineering and digital position had significantly improved. Mr Malone referred to the plans to introduce a new digital system in apprenticeships to support employers, learners and the College.</p>	
67	<p>Resolved: Committee members noted the content of the Report.</p>	
68	<p>CQS/23/109 – Quality Improvement Plan (QIP)</p> <p>Ms Eaton updated the Committee on the quality improvement plan.</p>	
69	<p>It was noted that the Self-Assessment Report validation process was now complete and the full report was provided for information.</p>	
70	<p>Ms Eaton provided a demonstration of the quality improvement platform.</p>	
71	<p>It was noted that a quality improvement plan had been identified for each curriculum area and areas for improvement identified as tasks with checklists and milestones. The online system provided options to add comments and attachments to areas for improvement.</p>	
72	<p>Ms Eaton shared the Employability and Life Skills section of the QIP. It was noted that this had been selected to demonstrate as an area identified as an area of focus by Ofsted.</p>	

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73	Ms Eaton commented that the feedback from the curriculum areas had been positive and that updates and progress were regularly being shared.	
74	Committee members questioned how the impact of actions identified to support improvement was being measured.	Action: Mr Malone / Mr Veltman / Ms Eaton June 2023
75	It was agreed that this would be further considered (along with the definition of the improvement action) and brought back to the next Committee meeting.	
76	Mrs Ainsworth asked whether the SAR was available to staff members. Mr Veltman explained that, now validated, this would be provided to staff.	
77	Resolved: Committee members noted the content of the Report.	
CQS/23/110 – Curriculum Planning Schedule		
78	Mr Veltman presented the Curriculum Planning timeline for 2023/24.	
79	Mr Veltman explained that the process had commenced with all Managers receiving a presentation providing labour market information and referencing skills gaps and jobs of the future.	
80	The one-year curriculum plans were to be produced in draft by 31 March 2023 and presented to the Senior Leadership Team. The timescale in place was to ensure that plans were aligned with the budget planning process.	
81	Mr Malone explained that Managers had been advised that in creating the curriculum plans there was no 'roll over button' and as a consequence there had been more engagement with the MIS team to ensure plans were data driven.	
82	It was agreed that three-year curriculum plans would be developed in the future.	
83	Mr Veltman explained that staff were being encouraged to focus on progression; whether into apprenticeships, adult courses or non-accredited bootcamps. Managers had been encouraged to think more broadly about the curriculum offer.	
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	<p>Resolved: Committee members noted the content of the Report and that curriculum plans as part of the budget would be approved by the Corporation Board in July.</p>	
	<p>CQS/23/111 - Teaching, Learning and Assessment Update</p> <p>85 Ms Eaton provided the report.</p> <p>86 Ms Eaton confirmed that observation window one had been extended due to the Ofsted inspection and to capture those observations undertaken as part of the inspection.</p> <p>87 Ms Eaton referred to the headline summaries following observations and provided an update on key areas where improvement was required. In particular, the challenges around students not being ready to learn or being punctual and the impact of this was noted.</p> <p>88 Ms Eaton referred to the additional information provided at page 124 in relation to additional professional learning activity in response to staff voice and to support increasing concerns and challenges regarding student behaviour.</p> <p>89 Ms Eaton confirmed that an external Consultant had delivered two, three-hour sessions for all staff in student facing roles on trauma informed practice. Staff feedback had been positive on the quality, impact of the training provided and how this had benefited them. Ms Eaton explained that this was part of a journey to support staff regarding student behaviour and how to de-escalate challenging behaviour.</p> <p>90 Ms Eaton commented that targeted intervention remained in place in Sport and TEC with regular reviews being undertaken.</p> <p>91 Ms Eaton provided a demonstration of 'Learning Central' which had been introduced for 2022/23. The online staff portal provided a one-stop-shop for professional development with key documents resources and information. Training already delivered was also available.</p> <p>92 Ms Eaton referred to the section on digital upskilling.</p> <p>93 Mr S Mahmood, Student Governor explained that there was a similar student portal which provided important information for students.</p>	

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94	Committee members asked whether there were plans to update the portal and Ms Eaton confirmed that responsibility for updating had been allocated.		
95	It was agreed that a similar online portal would be useful for Governors and this would be progressed.	Action: Mr Malone / Mrs Taylor-Holmes May / September 2023	
96	Resolved: Committee members received the update.		
CQS/23/112 - Safeguarding Update			
97	Mr Veltman provided the Safeguarding Annual Meeting Feedback Report.	Action: Mr Veltman / Mrs Mukhtar April 2023	
98	Mr Veltman explained that Mrs N Mukhtar, External Governor and Safeguarding link Governor had attended a meeting with himself and the safeguarding team.		
99	Three randomly selected learners had been identified and reviewed on the CPOMS system to challenge the support and intervention provided. The HR record of three new starters (randomly selected) had also been reviewed to ensure that adequate training on safeguarding and DBS checking was in place.		
100	Mrs Mukhtar explained that the only element outstanding was the completion of a focus group with students to discuss safeguarding. It was noted that student feedback had been provided from the student surveys. It was noted that the report would be updated to include feedback following the completion of the student focus group.		
101	Mr Bohkari provided the update and the overview of Safeguarding.		
102	Mr Bohkari referred Committee members to additional information provided on referrals and the number of incidents and categories and the number of associated students. It was agreed that trend reporting would be developed and provided to the next meeting.		Action: Mr Bokhari June 2023
103	Mr Veltman explained that he was the Designated Safeguarding Lead (DSL) for the College and he had completed DSL training, Mr Jonathan Hambling, Head of HR had also received DSL training to provide further capacity.		
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105	<p>Mr Bohkari confirmed that the College continued to participate in silver and bronze team activity and remained a pilot location for the public accessible location duty.</p> <p>The Student Behaviour Policy was provided for information and reflected improved practices and processes within the College.</p> <p>Committee members noted the change to a three-stage process reflecting processes implemented in Industry and the support available to students.</p> <p>It was noted that the policy remained in draft subject to final approval by the Policies and Procedures Group.</p> <p>Committee members noted the student code of conduct on page 163.</p> <p>Resolved: The Committee received the Safeguarding update and the Safeguarding Annual Meeting Feedback.</p>	
110	<p>CQS/23/113 – Equality, Diversity & Inclusion (EDI) Update</p> <p>Mr P Waterworth, Staff Governor and Equality Diversity and Inclusion Co-ordinator provided the update.</p> <p>Mr Waterworth referred to the change in structure of the report and the inclusion of cross College projects and new initiatives and how these supported students to gain a better understanding of EDI issues.</p> <p>Mr Waterworth referred to the presentation provided by Mr Dunn and the students as part of the curriculum spotlight and how project-based learning was embedding EDI in the College.</p> <p>Mr Waterworth provided a presentation which, based around intent, implementation and impact, detailed a number of projects undertaken including the Anne Lister birthday and Cromwell Bottom nature reserve projects.</p> <p>Committee members were also referred to the dementia friendly workshops that students had been involved with and the specific events undertaken.</p> <p>In relation to the Holocaust memorial event, Mr Waterworth thanked student Governors for their support and explained that there had been a BSL interpreter</p>	

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116	<p>present. Feedback had been sought which had been very positive and the event had provided an opportunity to broaden knowledge from different perspectives.</p> <p>Mr Waterworth referred to the LGBT+ history month event activities which had been undertaken and guest feedback received.</p>	<p>Action: Mr Waterworth March 2023</p>
117	<p>Committee members thanked Mr Waterworth for the improved report and commented that it had been useful to see the impact information and how EDI was embedded within the curriculum.</p>	
118	<p>It was agreed that Mr Waterworth would circulate the presentation to Committee members.</p>	
119	<p>Resolved: The Committee received the Equality, Diversity and Inclusion update.</p>	
	<p>CQS/23/114 - Risk Management</p>	
120	<p>Following the Governor Development Day on 10 February 2023 a number of new risks had been identified and there were now nine specific risks and actions allocated to the Committee.</p>	
121	<p>Committee members considered the risks specifically allocated to the Committee and the current scoring and made no changes to the risk scoring.</p>	
123	<p>All risks were reviewed and approved.</p>	
124	<p>Resolved: The Committee noted the report.</p>	
	<p>CQS/23/115 – Items to be reported to the Board</p>	
125	<p>It was agreed that the following would be reported to the Board for information:</p>	<p>Action: Mrs Taylor-Holmes to write to students to thank them for their attendance and participation March 2023</p>
126	<ul style="list-style-type: none"> ➤ The Committee had received a Curriculum Spotlight from the Creative and Digital area on project-based learning and had been pleased to receive feedback directly from students. ➤ Committee members had received an update on the success of the mobile phone project. ➤ The outcomes of the learner satisfaction survey had been reviewed, Committee members were pleased to see an improving picture in relation to induction experience and noted the focus on participation. 	

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	<ul style="list-style-type: none"> ➤ The Committee had received the complaints report for 2021/22. ➤ The Committee had noted the whole College performance report and had a significant discussion around attendance and the reset campaign and learners who were at a high risk of not making progress. ➤ The Committee had received the college action plan and noted action being taken in relation to HE, commercial area and apprenticeships, noting the plans for a digital system to support communication and the pause in delivery in engineering and digital provision. ➤ The Committee had received a platform demonstration of the quality improvement plan and the validated self-assessment report for noting. Further work to articulate the definition of the improvement action and the impact would be undertaken. ➤ The Committee had received the Curriculum Planning timetable and were pleased to note that this was aligned to the budget planning process. ➤ The Committee had received an update on Teaching, Learning and Assessment and a demonstration of the staff training portal. ➤ A Safeguarding update was received along with feedback from the Annual Safeguarding meeting with the Safeguarding Link Governor. The feedback would be updated following the student focus group for presentation to the Board. ➤ The Committee had reviewed risks specifically allocated to the Committee and had approved the nine risks, including those new risks identified following the Governor development day. 	
127	<p>CQS/23/116 – Date of Future Meetings</p> <p>Curriculum, Quality and Standards Committee – 15 June 2023, 5.00 p.m</p>	

Signed as a true and accurate record

Chair: Jenny Grainger

Date: 15 June 2023