



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

**Minutes of the Meeting held on 14 March 2024, 17.00  
Board Room, Calderdale College and via MS Teams**

**Present:**

Peter Clark	External Governor & Chair of the Corporation
Diane Cothey	External Governor
Richie Dunk	External Governor
Jenny Grainger	External Governor & Committee Chair
Safia Kauser	External Governor and Committee Vice Chair
Naz Mukhtar	External Governor
Suzan McGladdery	External Governor
David Malone	Principal & Chief Executive
Paul Waterworth	Staff Governor
Suzanne Griffiths	Staff Governor
Claire Chapman	Student Governor
Rosalie Green-Kerry	Student Observer

**In Attendance:**

Lisa Eaton	Head of Quality
Jane Taylor-Holmes	Clerk to the Corporation

***Agenda: There were no items of other business. Agenda items were considered in the order recorded in the minutes.***

Min Ref	Minutes	Action
	<b>Curriculum Spotlight – Maths and English</b>	
1	Committee members welcomed Jackie Sterling, Head of Faculty, Fran McGrath, Curriculum Area Lead English and Aaron Stuart, Curriculum Area Lead Maths.	
2	A presentation was provided which detailed the current team in place (Committee members noting that the team had been recently formed), the year to date in terms of number of enrolments, achievement and retention in English, ESOL, Maths and EDSQ. It was noted that EDSQ was a new 19 plus provision and the position was being reviewed to see whether 16-18 students could be offered the ESOL provision.	

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3	Committee members noted attendance at mock examinations and the plans in place to meet students who did not attend the mock examinations or who attended late.	
4	Ms Stirling explained that there were five weeks teaching to the first full GCSE examination.	
5	An update was provided on the new initiatives that were to be implemented for the 2024/25 academic year. The resit GCSE would be mainly provided to Level 3 and T-level students who didn't achieve Grade 4. There would be teaching in the induction week and a hybrid teaching model.	
6	A fast-track GCSE for 19 plus students would be developed from January. It was noted that this was not being provided by other Colleges locally. This would mimic the resit provision hybrid model with three hours face to face and three hours online directed study.	
7	Committee members noted the extension of the ESOL provision to support local need by for example engagement with local primary schools to support parents of students at the schools.	
8	It was noted that multiply funding could be utilised to offer Maths support to ESOL students. AGE in 2024/25 would focus on bring community provision back into Calderdale. It was noted that there was provision in Bradford and Huddersfield currently.	
9	Ms Sterling referred to the rebrand exercise being undertaken by the Maths and English 'ME' department and the aim to make the department more welcoming and provide feedback from students on their experiences and how they have benefitted from Maths and English. Links to vocational areas through Maths and English would also be publicised and there would be a book vending machine to provide an incentive for students.	
10	Mr D Malone, Principal and Chief Executive provided further information on the approach being taken to the digitalised curriculum.	
11	In response to questions from committee members it was confirmed that there would not be a blanket approach taken to students taking a resit in November this would be	

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	aimed at level 3 and T-level students and would form part of a strict selective process.	
12	Committee members were reassured by the information provided however it was agreed that a greater oversight would be taken by the committee with an increased focus in this area. It was also agreed that national comparator data would also be provided at future meetings.	<b>Action:</b> <b>Committee</b> <b>Future meetings</b>  <b>Action: Mr</b> <b>Malone</b> <b>June 2024</b>
13	Ms R Green-Kerry, Student Observer, provided some personal feedback in relation to her experience of Maths GCSE, Mr Malone agreed to discuss her feedback with the team and provide a response to Ms Green-Kerry.	
14	<b>Resolved</b> – Committee members received the update.	
	<b>CQS/24/107 Digital update (including feedback on the pilot of the Student App, MyDay)</b>	
15	Committee members welcomed Mr J Leng, Digital transformation lead, who provided a presentation and update on digital teaching and learning, digital automation and innovation, digital infrastructure and digital marketing.	
16	In relation to digital teaching and learning Mr Leng updated committee members on the VLE review and how the VLE was being used to develop digital metacognition. Committee members noted the change in learning and the expectations of students around digital access. It was noted that work was ongoing to develop resources on MS teams and feedback from the VLE review was discussed.	
17	Mr Leng provided an update on the introduction and use of Teachermatic; the artificial intelligence software which had been introduced to help reduce teacher workload. Feedback from staff on the resource was provided which would be reassessed following further use and embedding.	
18	Mr Leng described the next steps around digital teaching and learning to be taken including the introduction of digital champions to drive improvements. It was noted that the plan was for English and Maths to have two digital champions in place to support developments in this area. Areas of focus would include coaching and mentoring of the staff and ensuring that staff were protected whilst using the new technologies.	

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19	In relation to digital automation and innovation Mr Leng provided an update on each department and the digital transformation plans in place to support these areas.	
20	Staff feedback was provided along with the next steps to implement the digital transformation plans.	
21	An update on digital infrastructure was provided and committee members noted the progress to upgrade all desktop devices to ThinClient. Progress on upgrading the network and infrastructure in particular in relation to access to WiFi had resulted in a decrease in complaints about WiFi access.	
22	Mr Leng referred to ongoing exploration with IPS around the use of student ID cards, this may include the scanning of student ID cards when entering a room to mark the register.	
23	Mr Leng referred to the introduction of Vivi boxes to support improvements around digital marketing and explained that these were being used to provide more responsive live data.	
24	Mr Leng provided an update on the introduction of the MyDay Student App and provided student feedback via videos in which students gave their views on the first impressions of using the app.	
25	In relation to the next steps around MyDay it was noted that this would be further developed to be accessible for pre-enrolment learners and for HE learners and apprentices.	
26	<b>Resolved</b> - Committee members received the update.	
	<b>CQS/24/112 – Safeguarding Report</b>	
27	Safeguarding Annual meeting Feedback	
29	Ms N Mukhtar, Committee member and Safeguarding Link Governor explained that she had attended the College over two days and had completed the Safeguarding Annual meeting. She had undertaken the review with Mr Veltman and had spent time with members of the Safeguarding team and students, talking about their experiences and understanding of safeguarding.	

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30	Ms Mukhtar confirmed that she had randomly selected and reviewed three CPOM cases and had reviewed the staff records around training. She had been assured that all processes had been followed and the training records were accurate.	
31	Ms Mukhtar explained that as part of the review she had also met with Mr Hambling, Head of HR, who was also a Designated Safeguarding Lead and had been reviewed an allegation received against a member of staff. A random selection of staff new starter files had also been reviewed and Ms Mukhtar confirmed that she was happy that the safer recruitment checks had been undertaken and all records corresponded.	
32	As part of the process, Ms Mukhtar had also spoken with male and female students and was happy with the outcome of the discussions. Participants were confident about how to keep safe and understood the focus on safeguarding.	
33	Mr Malone confirmed that some additional staffing support had been put in place in relation to the safeguarding team whilst a member of staff was absent. This had provided a useful external prospective on the work being undertaken by the team.	
34	<b>Resolved:</b> Committee members approved the report for recommendation to the Board.	
	<b>CQS/24/109 – HE Update</b>	
35	Committee members welcomed Ms K Walker, Head of Higher Skills.	
36	Ms Walker provided the HE update and a presentation on the University Centre HE Strategy. The presentation provided an update on the current position, with Ms Walker referring to the good relationship with partners, the subjects provided, the positive feedback received from students and the student retention and commitment to the HE Centre.	
37	Ms Walker also referenced the challenges within the HE team including the decline in student numbers, the impact of COVID and the cost-of-living impact, the unsettled position within the Early Years sector and the reduction in internal progressions. There had also been limited success with the introduction of first Degree Apprenticeships, with the lack of numbers. In response to a question from	

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38	Committee members, Ms Walker confirmed that the College strategy was likely to focus on higher apprenticeships rather than Degree apprenticeships.	
39	In relation to the current position, Ms Walker explained that 80% of the university students were female many were over 24 years of age with families and working either part time or full time alongside their university degree. As part of the strategy consideration was being given to how more males could be encouraged to attend the university and courses in construction were being discussed. The current existing offer was being reviewed with a view to redesigning the pathways to provide a core offer with options. This was part of the discussion around the modulization of aspects and the college was exploring how the lifetime learning loan could be utilised to support students needs.	
40	The College was talking with existing students to understand their journeys and using this information to develop marketing.	
41	The future position would be heavily dependant on the approach being taken within the college provision to ensure that there were relevant progression opportunities.	
42	The HE team was currently in the progress of producing a five-year strategy and a number of items were being considered as identified in the presentation. Ms Walker explained that when the college was due to revalidate with the open university pathways would be considered along with validation of higher technical qualifications which would likely include construction and digital opportunities. The aim was to provide a differentiation between the college and other universities and to provide an access offer and real value to the community.	
43	Ms Walker confirmed that the suggested modular approach to building related qualifications could provide a real opportunity for the college.	
44	Ms Walker described the approach being taken to teacher education to support the college in developing their own teaching pool and the progression opportunities around teacher education.	
45	Mr Malone explained that the HE team were very engaged and were providing information to the SLT with a clear plan	

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46	linked to progression opportunities. A very positive meeting had been held with the university of Huddersfield.	
47	Mr Malone confirmed that a further item for consideration was the progression for optometrists.	
47	<b>Resolved</b> - Committee members received the HE update and the presentation of the development of the HE strategy.	
48	<b>CQS/24/101 - Apologies for absence</b> Apologies were received from Andrew Wright, External Governor and Aminah Hashmi, Student Governor.	
49	Apologies were received from Karl Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience	
50	<b>CQS/24/102 – Confirmation of eligibility, quorum and declarations of interest</b> No notice had been received of any member becoming ineligible to hold office. The meeting was quorate.	
51	Mrs J Grainger, External Governor and Committee Chair declared an interest in items pertaining to Higher Education (Item CQS/24/109). There were no further declarations of interest in agenda items.	
52	<b>CQS/24/103 – Minutes of the meeting held on 30 November 2023</b> <b>Resolved</b> – The minutes of the previous meeting held on 30 November 2023 were approved as a true and accurate record.	
53	<b>CQS/24/104 – Matters Arising</b> The Matters Arising Matrix was considered.	
54	Mr Malone provided an update on the work undertaken by the Timetabling working group. Mr Malone explained that there had been a number of challenges raised through the extra students which had been enrolled in the Autumn term. A new approach to timetabling with staggered starts, ends and lunch times was being developed as part of the curriculum planning process. Mr Malone confirmed that Mr M Swallow and the MIS team was working with the Heads	<b>Action: Mr Malone to update Committee further if needed</b>

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55	<p>of faculty and modelled some examples to support in planning.</p> <p>All further actions were complete, on the agenda or for completion at a future date.</p>	
	<b>CQS/24/105 – Performance Report</b>	
56	On behalf of Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience, Mr Malone presented the report.	
57	Mr Malone explained that recruitment for 2023/24 was progressing well, 16-18 recruitment remained significantly above plan and whilst adult recruitment appeared below plan there was a lag between recruitment and the ILR system. Mr Malone referred to the large number of short adult courses scheduled between May and June and confirmed that the adult delivery plan would deliver the curriculum pan target. Opportunities for growth in adult provision were being discussed however this was not likely at the moment.	
58	Apprenticeship recruitment continued and Mr Malone confirmed that it was forecast that the curriculum plan target would be achieved.	
59	Committee members noted the positive retention figures and that these reflected the plan in relation to achievement at year end.	
60	Mr Malone referred to the challenges in the TEC and confirmed that this would result in some TEC apprenticeship students achieving in the 2024/25 academic year.	
61	Committee members noted the challenges around Maths and English attendance and the additional support which was being provided to students individually to encourage and stress the importance of attendance. Mr Malone confirmed that there had been individual meetings with 75 students to date. Ms L Eaton, Head of Quality, confirmed that regular observations were being made in Maths and English and support being provided to teaching staff in addition to students.	
62	Mr Malone referred to the various initiatives discussed in the meeting including the development of the digital strategy, the work of the timetabling working group along	



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	with the approach being taken to address challenging behaviour would support future students and provide clarity on expectations particularly around attendance.	
63	Mr Malone referred to the weekly SLT bulletins which were sent to all members of staff and Governors and included an update on attendance explaining that this issue remained front and foremost.	
64	Ms S McGladdery, Committee member and Chair elect, provided some local context explaining that 2023/24 was demonstrating the highest level of persistent non attendance regionally.	
65	Ms Eaton confirmed that in the Yorkshire and Humber region attendance was regularly discussed along with the challenges around lack of parental engagement and understanding of this issue.	
66	In relation to student progress and the risk of not achieving minimum target grades Ms Eaton confirmed that performance boards were being undertaken to ensure that this was a rigorous process and targeted interventions could be put in place at an earlier point. This was a regularly changing picture and the quality team was working closely to support staff and students in this area.	
67	In relation to AEB it was agreed that the data (risk of not achieving minimum target grades) would be updated along with HE data to ensure that this was accurate. It was noted that some AEB provision may be a two-week short course which would impact on the risk status.	<b>Action: Mr Veltman June 2024</b>
68	Mr Malone referred to recent successful open event and confirmed that over the next two to three years the demographic showed an increasing number of 16 to 18 students which would result in an increased expectation around growth.	
69	Committee members noted the curriculum initiatives and the successes of students and events being undertaken.	
70	In relation to teaching learning and assessment, Ms Eaton confirmed that the quality assurance activity was progressing according to the policy and schedule. Committee members received the key themes and summaries from the observation data which had been collected.	

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71	In relation to student engagement feedback from the entry survey undertaken by students during November/December 2023 were received along with feedback from the students focus groups undertaken in the winter term.	
72	Ms Eaton referred to the current research following generation Z students including the type of experience they want to receive and how they access knowledge and education. The use of innovative digital tools to support student learning to ensure that students were engaged was noted.	
73	<b>Resolved:</b> Committee members noted the content of the Report.	
	<b>CQS/24/108 – Quality Improvement Plan</b>	
74	Mr Malone provided a demonstration of the current Quality Improvement Plan.	
75	This followed the self-assessment report and each target within the plan had an allocated owner and individual targets and key performance indicators. An example was shared.	
76	Mr Malone confirmed that this was a live document and owners and users were able to update and view progress against each plan element.	
77	Committee members agreed that this was a useful tool to support improvement and that it was pleasing to see the improvements to the target descriptions.	
78	Mr Malone confirmed that this was aligned to the Ofsted framework.	
79	Mr Malone referred to the final Self-Assessment Report (SAR), which had been distributed with papers for completeness.	
80	<b>Resolved:</b> Committee members received the presentation of the Quality Improvement Plan.	
	<b>CQS/24/110 – Curriculum planning</b>	
81	Mr Malone provided an update on the curriculum planning process.	

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82	A launch event for faculty heads and curriculum leads had been held in January where teams had been provided with labour market information and MIS data.	<b>Action: SLT May 2024</b>
83	Teams had commenced development of their curriculum plans which had been shared with employer advisory boards to ensure employer engagement.	
84	An extended presentation of plans was due in the coming days and the plans would be shared collectively at an event to ensure communication between college teams.	
85	Mr Malone confirmed that a demonstration of the curriculum planning process would be provided at the May governor development day to be held at TEC. The aim was that the curriculum lead would provide their pitch and confirm how the development of the plan was linked to employer need.	
86	<b>Resolved:</b> Committee members received the update in relation to the Curriculum Plan.	
87	<b>CQS/24/111 – Complaints annual update 2022/23</b> Ms Eaton presented the report.	
88	It was noted that complaint trend data had been provided along with a breakdown of complaints by faculty and business support areas. Where complaints were upheld themes were provided with information on the improvement action which had been undertaken.  It was noted that where complaints were upheld or on appeal Mr Malone or a member of the senior leadership team was involved in the process.	
89	Ms Eaton explained that the complaints policy and procedure was currently under review with a particular focus on the investigation process to ensure that this was rigorous and robust. There was a focus also on providing appropriate training for all staff involved in the investigative process to ensure consistency of approach.	
90	In relation to TEC Mr P Clark, Chair of the corporation, explained that some student feedback had referred to the lack of canteen facilities at the TEC. Mr Malone confirmed that work had been scheduled over the summer to create a canteen area with more options being provided for	

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91	<p>students in the interim around food delivery through external providers.</p> <p><b>Resolved</b> – Committee members received the complaints annual report.</p>	
92	<p><b>CQS/24/114 – Policies</b></p> <p>Mr Malone provided an update on the new Student Behaviour Policy.</p>	<p><b>Action: Mr Veltman TBC</b></p>
93	<p>The aim of the review was to provide clarity around roles and responsibilities of staff in relation to actions to be taken around attendance, significant behaviour and fitness to study.</p>	
94	<p>Mr Malone explained that the updated policy would be provided to a future meeting.</p>	
95	<p><b>Resolved</b> – Committee members received the update on policies.</p>	
96	<p><b>CQS/24/115 - Risk Management</b></p> <p>Committee members considered the risks specifically allocated to the Committee and the current scoring and made no changes to the risk scoring.</p>	<p><b>Action: Mrs J Taylor-Holmes March 2024</b></p>
97	<p>It was noted that there had been a significant discussion around Safeguarding, the Committee had also received assurance through the Safeguarding Annual Review meeting report from the Safeguarding Link Governor. Mr Malone referred to the additional capacity and experience within the Safeguarding Team.</p>	
98	<p>It was agreed that risk C5 be removed from the Risk Register as this was included within the Safeguarding risk.</p>	
99	<p>Committee members noted the discussion in relation to First Aid trained staff and it was agreed that this would be raised at the Audit Committee meeting as part of the Health and Safety agenda item.</p>	
100	<p>All risks were reviewed and approved.</p>	
101	<p><b>Resolved:</b> The Committee noted the report.</p>	

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	<b>CQS/24/116 – Items to be reported to the Board</b>	
102	<p>For onward presentation to the Board:</p> <ul style="list-style-type: none"> <li>➤ Safeguarding Annual meeting feedback</li> <li>➤ EDI update</li> <li>➤ The Committee had reviewed risks specifically allocated to the Curriculum, Quality &amp; Standards Committee, agreed to the removal of risk C5 and that the Audit Committee consider a matter raised about the provision of First Aid trained members of staff as part of the Health and Safety report.</li> </ul>	
103	It was agreed that the following would be reported to the Board for information:	
104	<ul style="list-style-type: none"> <li>➤ Received a number of presentations. There had been a presentation from the Maths and English team who had provided an update on the new team, the year to date in terms of data and the plans for 2024/25. There had been a presentation to provide a digital update from the Head of Digital Transformation and Innovation. The presentation updated Committee members on the approach being taken to review the digital offer in teaching and learning, including a review of the VLE and Teachermatic (the IA software introduced to support teacher workload) and the progress being made in relation to digital automation and innovation. The improvements to digital infrastructure were also noted along with the approach being taken in relation to digital marketing. There was also feedback received via video from students who were using the new Student App, MyDay. The feedback received from users referenced throughout the presentation was noted. There was also a presentation on the HE strategy and the approach being taken by the College to review provision, review and assess need and the develop the future plan. The development of pathways to successful careers was noted.</li> <li>➤ Whole College Performance Report reviewed and discussed, with a particular focus on attendance, retention and student voice with feedback being provided from the focus groups.</li> <li>➤ Committee members had received the Quality Improvement Plan and a demonstration how this was being reviewed and regularly updated.</li> <li>➤ Committee members had received the final Self-Assessment report.</li> <li>➤ An update had been provided in relation to the Curriculum planning process and it was noted that an</li> </ul>	

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	<p>element of the plan (to demonstrate the process including the use of local market information and how this responded to local need) would be provided to the May Governor Development day (which would be held at the TEC).</p> <ul style="list-style-type: none"> <li>➤ Received the report on Complaints for 2022/23.</li> <li>➤ Received an update in relation to the development of a new Behaviour Policy, a further update would be provided to the May Governor Development session.</li> </ul>	
105	<p><b>CQS/24/117 – Date of Future Meetings</b></p> <p>Curriculum, Quality and Standards Committee – 5.00pm on 13 June 2024.</p>	

Signed as a true and accurate record

Chair: Jenny Grainger

Date: 13 June 2024