



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

**Minutes of the Meeting held on 13 June 2024, 17.00**  
**Board Room, Calderdale College and via MS Teams**

**Present:**

Peter Clark	External Governor & Chair of the Corporation
Diane Cothey	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 – Enhanced Life Skills &amp; Project Search</b>	
1	Committee members welcomed Oliver Johnstone (Curriculum Area Lead, ELS) and Lisa Hunter (Team Leader, Project Search)	
2	Oliver Johnstone provided an overview of the current and planned ELS provision, including a summary of the types of courses offered based on potential pathways to employment. The flexibility of the new pathway structure being introduced in 24-25 provides a significant increase in the options available to students, and supports personal development as well as educational attainment.	

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3	A key element of the programme is the Pre-Internship option delivered within College, which provides 16hrs of work experience within College departments. This is a relatively new programme and there are a limited number of departments engaged at present, however discussions are taking place to expand the programme across the College to enable the team to deliver to the greater numbers coming through.	
4	A pilot delivery of entry level programmes is currently being planned to take place within the Creative & Digital area, which will be delivered jointly by curriculum specialists and ELS team members. The plan is to commence a trial within the Creative & Digital area, then expand depending on the success of the trial. This programme will be available to ELS student and also non-EHCP students.	
5	New quality systems, bespoke to ELS, have been developed which provide greater tracking of student progress, with the ability to quickly identify support needs and agree intervention measures. This system will also enable improved communication and information sharing with parents, through the production of simplified personal reports.	
6	In terms of facility developments, the new A Floor Café will be completed during the summer break, which will provide an improved experience for internship students, as well as customers.	
7	Overall, the ELS Team are excited about the changes in both curriculum and environment, and are looking forward to developing these further in the new academic year.	
8	Mr Malone explained that whilst Oliver Johnstone had been Curriculum Area Lead for just a short time, he should be commended for his progress with the existing provision, the wider team culture and their ambitious plans for the future.	
9	Lisa Hunter provided an outline of the Project Search model, focusing on the role of the College Delivery Team in delivering employability skills such as effective communications, IT, Health & Safety, etc. These skills are then developed further through the completion of 3 x 10-week internships with Calderdale & Huddersfield NHS Trust at their bases in Huddersfield Royal Infirmary, Calderdale	

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	<p data-bbox="316 297 1184 365">Royal Infirmary and the Warehouse &amp; IT Services provision at Elland.</p> <p data-bbox="229 405 1184 611">10 Students complete an Assessment Day at the start of the academic year, as well as completing DBS and Occupational Health checks. The standard hours for an intern are 9am – 3.30pm, 5 days per week. Some interns find this difficult and decide the programme is not suitable for them.</p> <p data-bbox="229 651 1184 969">11 On commencement of the course, staff within the Project Search team work with interns to build a vocational profile based on activities they like doing or would like to do. In the first term the interns are matched to a placement which develops those areas they enjoy or already have some skill, with terms two and three involve placements which provide stretch and challenge within areas the intern requires further development. This model generally works well and prepares the Intern for the future workplace.</p> <p data-bbox="229 1010 1184 1216">12 The Project Search team deliver a weekly Job Club which helps interns develop job application and interview skills, with a view to preparation for the final term where they actively seek employment. So far this year, 3 interns have secured permanent employment, and the support process is continuing with the remainder of the cohort.</p> <p data-bbox="229 1256 1184 1503">13 In addition to the Job Club, various recruitment events are held, including a Reverse Job Fair – this is where the interns create displays/demonstration boards and present themselves to prospective employers within a Market Place environment. These have proved very successful, and provide the opportunity to further enhance the intern's communication skills and confidence.</p> <p data-bbox="229 1543 1184 1789">14 The Committee was introduced to Dad, an intern at Project Search, who delivered a presentation of his experiences through the programme. Dad was inspirational and confident, and shared that he is currently applying for posts within admin work (due to his skills learnt in a Finance Office) and warehousing (following his experiences at the Elland Warehouse).</p> <p data-bbox="229 1830 1184 2031">15 The Committee learnt about Louis, also an intern at Project Search. Louis has a specialism within IT and is keen to work in the cyber security services. Louis is progressing well and has significantly built his confidence and trust during the programme. This confidence has encouraged him to apply for two further posts within his other passions,</p>	

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16	<p>gardening and catering. He is eagerly awaiting the outcome of these applications.</p> <p><b>Resolved</b> – Committee members received the update and shared their thanks with Oliver Johnstone, Lisa Hunter and Dad (student) for their input.</p>	
17	<p><b>CQS/24/118 - Apologies for absence</b></p> <p>Apologies were received from Richie Dunk (External Governor), Paul Waterworth (Staff Governor) and Amina Hashmi (Student Governor).</p>	
18	<p><b>CQS/24/119 – Confirmation of eligibility, quorum and declarations of interest</b></p> <p>No notice had been received of any member becoming ineligible to hold office. The meeting was quorate.</p>	
19	<p><b>CQS/24/120 – Minutes of the meeting held on 30 November 2023</b></p> <p><b>Resolved</b> – The minutes of the previous meeting held on 14 March 2024 were approved as a true and accurate record.</p>	
20 21 22 23	<p><b>CQS/24/121 – Matters Arising</b></p> <p>The Matters Arising Matrix was considered.</p> <p>Mr Veltman provided an update on the work undertaken by the Timetabling working group.</p> <p>Mr Veltman outlined the arrangements for the proposed Wednesday Afternoon Whole-College staff development programme.</p> <p>VLE Policy / Digital Link Governor – Mr Veltman confirmed this Policy had been shared and a meeting had been held with Richie Dunk (Link Governor) and Jack Leng (Head of Digital Transformation). Mr Veltman confirmed that Mr Dunk had provided a response to confirm he was reassured that all concerns had been addressed and was keen to be updated on progress with developments within the LRC.</p>	

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24	<p>Student Focus Groups – Mr Veltman confirmed arrangements were in hand to improve co-ordination for the 2024-25 academic year, to include the sharing of an annual schedule of Focus Groups which will enable Governors to plan their attendance. Mr Veltman suggested this would be a suitable discussion item at the Governor Development Session in September.</p>	<p><b>Action – Mrs Taylor-Holmes &amp; Mr Malone, September 2024</b></p>
25	<p>CPOMS – staff training is being rolled out to ensure improvements to data management are made, which will able enhanced reports to be developed. Teams are connecting with colleagues in Bradford to share best practice.</p>	
26	<p>Code of Conduct – Freedom of Speech – the updated Policy will be presented to Board for approval at its meeting in July. All staff are currently undergoing refresher training to ensure adherence with the Policy whilst maintaining student safety.</p>	
27	<p>All further actions were complete, on the agenda or for completion at a future date.</p>	
	<p><b>CQS/24/122 – Performance Report</b></p>	
28	<p>Mr K Veltman, Deputy Principal - Quality, Curriculum Development and Student Experience, presented the report.</p>	
29	<p>Mr Veltman updated that in-year recruitment remained on track, with AEB on target to meet CP by the end of the year. Colleagues acknowledged that HE is lower than plan, and highlighted the challenges within Apprenticeship recruitment. The Employer Engagement Team have increased their activity in response to these challenges.</p>	
30	<p>Retention is generally in line with the same point last year.</p>	
31	<p>Mr Veltman explained that the reduction in Apprenticeships was partly due to lost employment or breaks in learning. This was more predominant within the Health &amp; Care sector, where it had been acknowledged nationally that the fluid workforce structure within the industry was causing a significant impact.</p>	
32	<p>Attendance continued to prove challenging, and feedback suggested it was a similar situation in schools. This issue is likely to continue in coming years, however the College continues to implement positive intervention strategies.</p>	

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33	Mr Clark requested clarification of terminology – specifically percentages v percentage points. Mr Malone agreed to provide greater clarity on this within future reports.	<b>Action – Mr Malone, November 2024</b>
34	Mr Veltman continued, explaining that the progress data had now been cleansed to provide a more accurate reflection of the current position. There was still some concern over the medium/high risk students, however a significant amount of intervention activity was taking place in an effort to address.	
35	Recruitment statistics are showing a potential 8.5% increase in enrolments. The Team are prudently planning for an 8% growth. Mr Veltman presented the breakdown of targeted marketing activity.	
36	In terms of Curriculum Initiatives Mr Veltman highlighted the recent work completed for the Arts Charity at Dean Clough, as well as projects and work experience with Halifax Renewables as part of their sustainable energy programme.	
37	The College was currently heavily involved with a TV production company. The project is not only providing commercial income, but also valuable student work experience in all aspects of TV and Film production. There is also an opportunity for students to gain paid Extra work.	
38	Mr Veltman updated on the Reconnect programme, and confirmed that plans were being drafted to offer the course in the new academic year.	
39	English and Maths attendance remains challenging, however through adjustments to timetabling it is anticipated this will improve in 2024-25. This will be further enhanced by proposals to deliver GCSE courses on the main campus and locally at satellite sites. It is hoped that by removing the travel barriers and sandwiching the E&M tuition between vocational study, then students will be more likely to attend.	
40	All new students will be enrolled on E&M based on prior GCSE attainment. They will then complete an initial assessment within the first two weeks of study, with a view to completing transfers, if needed, in week 3.	

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41	Additionally, all English & Maths tutors will attend curriculum delivery areas throughout the induction period and present a 'united front' with the Vocational Tutors. It is hoped this will send a clear message to students that all aspects of their learning journey are linked and co-dependent. This message will be shared during Induction, as well as with parents through routine communications.	
43	Ms Cothey queried the rationale behind the selection of re-sit candidates.	
44	Mr Malone reminded the Committee that the window for re-sit submissions was very short and it was important that processes for selection were agreed in advance. There was the option to submit all learners, whilst this may be valid in terms of exam experience, it is costly and could have a negative impact on some students.	
45	Mr Malone shared the preferred College approach which would be to use the initial assessments and grade on entry to identify those who had the potential to attain a Grade 4. These students would then receive additional, concentrated support to provide the greatest opportunity to pass. Due to the volume of work involved in their course, any T Level students would also be recommended for the November re-sit. All re-sit students would be expected to continue to attend E&M classes until the outcome of the exams was received.	
46	Ms Cothey confirmed she was content with the suggested process, and recommended a robust assessment process at the outset, with continuous monitoring throughout.	
47	Ms Cothey highlighted her concern over the suggested 2hrs in-person tuition, often with large class sizes.	
48	Ms Eaton outlined the proposals to vary the structure of these sessions and adapt delivery to meet need. This would be a key topic for CPD in July, where staff would be encouraged to work collaboratively in the delivery design process and produce a delivery programme which would motivate and engage learners through a variety of means. Additionally, students would be able to access the VLE Teams site which would host additional learning documents.	

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49	Mr Clark acknowledged Ms Cothey's statement regarding the 2hr issue, and agreed that the delivery programme required a structure which allowed for focused group activity, whilst also addressing individual needs.	
50	Mr Malone confirmed that the E&M team were working to develop a delivery structure which allowed the longer sessions to be broken up into bite-sized sessions, including break-outs, discussion sessions, etc.	
51	Ms Cothey reminded the Committee that exams required concentration for 1.5hrs, therefore a 2hr session with variety should be achievable.	
52	Mr Veltman shared the details regarding external training provided for staff which would focus on motivating reluctant students.	
53	In conclusion, Mr Veltman confirmed that the team were aware of the challenges and were working effectively to produce a positive outcome.	
54	Ms Cothey thanked all for the responses received and confirmed she was assured by the positive actions planned.	
55	<b>Ms Cothey left the meeting at 6.10pm</b>	
56	Mr Veltman provided an update on progress with digital transformation, highlighting the current barriers of 'trusting in technology' across both students and staff. Mr Veltman confirmed that planned change would be incremental and provide the opportunity for all areas to input into future development.	
57	Ms Eaton shared an update on TLA activity, including the progress following the first full year of the Learning Review process. Staff had provided positive feedback in terms of how useful the process had been.	
58	Mr Malone confirmed that consideration was being given to adding additional resource to support greater efforts within the TLA team, and to enable a strong drive in preparing students for learning in the first half of the Autumn Term.	
59	Mr Veltman confirmed that the request for adjustments to data presentation within the EDI section of the report made at the previous meeting had been actioned, and Mr Waterworth had provided an updated report. Mr Waterworth was engaging with Marketing and Quality	



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	Teams to ensure the data informed activity within both areas.	
60	Mr Veltman highlighted the request to approve an extension to the existing Single Equality Policy (due June 2024) pending the outcome of the review from the National Centre for Diversity. Mr Waterworth suggested a 6-month extension.	
61	The Committee agreed this was a reasonable request and would recommend to Board for approval.	<b>Action – Mrs Taylor-Holmes, July 2024</b>
62	Mr Veltman presented the Safeguarding Update, highlighting that a portion of the increase in referrals was due to improvements in staff awareness and confidence.	
63	The Team are proceeding with the roll-out of CPOMS to all staff, as well as a process of daily CPOMS triage to assign cases appropriately. Processes to capture declarations at enrolment would also improve the team’s ability to support students.	
64	Ms Mukhtar queried the role of the Safeguarding Co-Ordinator. Mr Veltman confirmed this was an administrative role which would manage the single point of entry for information and forward case loads as appropriate.	
65	Miss Green-Kerry queried whether any connections had been made with the Women’s Centre, who would be able to provide support to vulnerable students. Mr Malone committed to clarifying this and responding to Miss Green-Kerry directly.	<b>Action – Mr Malone, July 2024</b>
66	<b>Resolved:</b> Committee members noted the content of the Report.	
	<b>CQS/24/123 – Quality Improvement Plan</b>	
67	Mr Veltman provided a demonstration of the current Quality Improvement Plan.	
68	This followed the self-assessment report and each target within the plan had an allocated owner and individual targets and key performance indicators.	
69	Mr Veltman confirmed that this was a live document and owners and users were able to update and view progress against each plan element. This document was being	

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	reviewed weekly at the CQSS Management Meeting to ensure compliance.	Action – Mr Veltman, November 2024
70	Mr Clark referred to the presentation of the data, and requested a summary copy of the data within the Committee paperwork (electronic and hard copy) shared in advance of the meeting. Mr Clark explained that this would enable Committee Members to review the data and prepare questions in advance.	
71	Ms Kauser concurred with Mr Clark.	
72	Ms Mukhtar suggested this could take the form of a Highlight Report.	
73	Mr Veltman agreed to provide an Exception Report to future Committee meetings.	
74	<b>Resolved:</b> <ul style="list-style-type: none"> <li>Committee members received the presentation of the Quality Improvement Plan.</li> <li>A summary Exception Report is to be included for future meetings.</li> </ul>	
<b>CQS/24/124 – Higher Education Update / Access &amp; Participation Plan</b>		
75	Mr Veltman clarified an error on the agenda, and that this update was presented for information, and not approval.	
76	<b>Resolved:</b> <ul style="list-style-type: none"> <li>Committee members received the Update.</li> </ul>	
<b>CQS/24/125 – Curriculum Plan Update</b>		
81	Mr Veltman provided an update on the curriculum planning process.	
82	Mr Veltman shared the timeline of activity to date, including opportunities to engage with employers for feedback and input.	
83	Mr Veltman confirmed that the Curriculum Plan was now complete, and timetabling activity is progressing well.	
84	As previously shared, Mr Veltman referred to the planned 8% growth and the plans to deliver courses to address. Heads of Faculty and their teams had identified 5 new	

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85	courses/programmes for delivery, resulting in growth in 4 delivery areas.	
86	Colleagues were working closely with the LEA to support their deficit within the High Needs block. Mr Malone shared the situation whereby there was currently no progression route for the LEA students with their current provider, so the College was developing a bespoke programme to deliver suitable courses – as outlined previously by Oliver Johnstone.	
87	Mr Veltman shared feedback from his team in relation to the suggestion to move to a 2-year Curriculum Planning process which would enable marketing activity to start earlier.	
88	Acknowledgement was given to any potential post-election changes to direction.	
	<b>Resolved:</b> Committee members received the update in relation to the Curriculum Plan.	
	<b>CQS/24/126 – Policies</b>	
89	Mr Veltman provided an update on Policies due for renewal.	
90	<b>Safeguarding Policy</b> Mr Veltman provided an update on the delayed receipt of the DfE “Keeping Children Safe in Education, 2024” statutory guidance publication. This publication is required in order to ensure the College policy aligns with the latest government guidance.	
91	The College expects to receive this guidance and complete the update to the Safeguarding Policy prior to commencement of the 2024-25 academic year.	
92	Mr Veltman requested the Committee delegate approval of the Policy to Chair’s action to enable the Policy to be implemented for the start of the Academic Year.	<b>Action: Mr Veltman, August 2024</b>
93	<b>Learner Support Fund Policy</b> Mr Veltman presented the Learner Support Fund Policy for approval.	
94	<b>Student Behaviour Policy</b> Mr Veltman explained that the Policy is currently under review, and will be presented to the Corporation Board on 12 July for approval.	<b>Action: Mr Veltman, July 2024</b>

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95	<b>Resolved</b> – Committee members received the update on policies.	
96	<b>Agreed – Committee members:</b> <ul style="list-style-type: none"> <li>Approved the delegation of responsibility for approval of the College Safeguarding Policy to Chair's action.</li> <li>Approved the Learner Support Fund Policy.</li> </ul>	
96	<b>CQS/24/127 - Risk Management</b> Committee members considered the risks specifically allocated to the Committee.	
97	It was noted that there continued to be significant progress on actions identified for the Committee.	
98	Committee members suggested no changes to the risk scoring.	
99	All risks were reviewed and approved.  <b>Resolved:</b> The Committee noted the report.	
100	<b>CQS/24/28 – Items to be reported to the Board</b> For onward presentation to the Board: <ul style="list-style-type: none"> <li>➤ The Committee had received an update in relation to EDI, including the request to submit a recommendation to Board to approve an extension of 6 months to the existing Single Equality Scheme renewal date, to enable recommendations from the Investors in Diversity Accreditation process to be considered within the Policy review process. The revised Policy is expected to be presented for approval in December 2024.</li> <li>➤ Following completion of the 'Keeping Children Safe in Education' updates, the Safeguarding Policy should be presented for approval. (note– if this is prior to the Board meeting, then the Policy will be presented at the meeting on 11 July; if this is post-Board meeting, then the Chair of CQS will request that the Corporation Chair (Designate) is given delegated authority to approve.</li> <li>➤ The Learner Behaviour Policy should be presented to Board for approval.</li> <li>➤ The Code of Practice – Freedom of Speech should be presented to Board for approval.</li> </ul>	

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101	<ul style="list-style-type: none"> <li>➤ The Learner Support Fund Policy should be presented to the Board for approval.</li> <li>➤ The Committee recommended that Governor involvement in the Student Focus Group process should be considered at the September Governor Development Day.</li> </ul> <p>It was agreed that the following would be reported to the Board for information:</p> <ul style="list-style-type: none"> <li>➤ Received a presentation from the ELS and Project Search team who provided an update on activity within the area.</li> <li>➤ Whole College Performance Report reviewed and discussed, with a particular focus on English &amp; Maths tuition and November resit.</li> <li>➤ Committee members had received the Quality Improvement Plan and a demonstration how this was being reviewed and regularly updated. Future QIP Exception Reports would be included within standard documentation.</li> <li>➤ An update had been provided in relation to the Curriculum planning process</li> <li>➤ The HE Access &amp; Participation Plan Update was presented, with the October deadline for submission noted.</li> <li>➤ The Committee had reviewed risks specifically allocated to the Curriculum, Quality &amp; Standards Committee.</li> </ul>	<b>Action: Mrs Taylor-Holmes, September 2024</b>
105	<p><b>CQS/24/129 – Date of Future Meetings</b></p> <p>Curriculum, Quality and Standards Committee – 5.00pm on 28 November 2024.</p>	

Signed as a true and accurate record

Chair: *Jenny Grainger*

Date: *28 November 2024*