



**MINUTES OF:  
THE CORPORATION'S QUALITY AND STANDARDS COMMITTEE MEETING  
3.30pm, MONDAY 29 NOVEMBER 2021  
Electronically by Zoom**

<b>Members:</b>	*Richard Barker; Frances Jenkins; *Robert Lasseter; *Annetta Minard; *Luke Rake (Principal); *Kay Taylor (Chair); *Debs Thomas; *Jim Tirrell (Co-opted Member)
<b>In attendance:</b>	*Tom Hallam (Deputy Principal); *Nicky Porter (Assistant Principal – Student Experience & Progression) (APSEP); *Vanessa Gifford (Clerk)

ITEM NO.	DETAIL	ACTION
1.	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest <b>NOTED</b> .	
2.	<b>APOLOGIES</b>  Apologies for absence <b>RECEIVED</b> from Frances Jenkins.	
3.	<b>MINUTES OF THE MEETING HELD ON 4 OCTOBER 2021</b>  The Committee <b>AGREED</b> the minutes of 4 October 2021 as a true and accurate record, and <b>APPROVED</b> them for website publication.	
4.	<b>MATTERS ARISING</b>  There were no matters arising from the minutes of 4 October 2021.	
5.	<b>KMC SELF ASSESSMENT REPORT (SAR) VALIDATION: APPRENTICESHIPS</b>  The Apprenticeship Manager (AM) presented her SAR and the following points were <b>NOTED</b> : <ul style="list-style-type: none"> <li>• The key issues that had been faced over the year were outlined.</li> <li>• It had been found that 41 apprenticeship programmes had been running and managed by staff with no experience, and with low numbers. Since commencing in the role, the AM had now completely reviewed all programmes and 6 programmes were now being run bringing the college back to its core provision.</li> <li>• Once the AM was assured that quality provision was in place, she would be looking at areas where provision could grow.</li> <li>• 30% of current learners were out of funding due to the team not understanding the funding guidelines, however this had now been</li> </ul>	

resolved and the college was in a much better place. The out of funding learners were now being encouraged to complete as soon as possible.

- Completion of required evidence trail had been a major issue. Tracking had not been carried out and omissions had been made where there had been hand-written reports. Since April 2021 the AM had introduced a new Commitment Statement and all processes had been automated.
- The Committee questioned whether the AM was now confident with the evidence base. She advised that at this point in time the team were on top of the issue, although there could be better employer engagement but this was a separate issue. However, the current audit would still be focusing on historic data and the AM had some concerns.
- Members asked what other delivery areas could be explored and the AM advised that proper discussions should be held with the SMT to explore and look at the future, as there were still many issues with End Point Assessments (EPA) and funding. She considered the risks to be too high on a lot of programmes and a bigger discussion was required on the direction of apprenticeships within the college.
- The Committee agreed that a vast amount of work had been carried out over the last year and the SAR was very informative. However, the AM was challenged that some of the historic issues had carried forward into 2020/21 and the Committee questioned the 'Good' self-assessment. It was agreed that Leadership and Management was excellent and the AM was getting to grips with the issues, however it was questioned whether the Quality of Education was 'Good' whilst the provision was in transition and not quite at the end point. The AM agreed with the points raised as the department had required improvement for much of the year and there were still some weaknesses. It was also agreed that if self-assessment was 'Requires Improvement' this linked with the financial issues that the College currently had.
- It was agreed that Apprenticeship provision was now in a much stronger position and the AM was delivering excellent work. Going forward was a much bigger conversation, and the Committee encouraged the AM to review the provision with SMT over the next few weeks.
- The Deputy Principal agreed that 'Requires Improvement' was a more accurate grading and added that a robust judgement on off the job training was required. It was also noted that a separate survey was being undertaken with Apprentices for the Learner Voice and the College would have a better view once the results of this were reviewed. He added that there were still a significant proportion of learners 'out of funding', so the College had to ensure that the learners were being pushed to complete. The AM advised that she was ensuring that the out of funding learners were reviewed in the first instance, then those due to complete within 3 months and then the remainder. She advised that a timely 90 day completion would be maintained going forward.
- It was agreed that the Deputy Principal and AM would adjust the grading on the report.

TH/DV

#### **APPRENTICESHIPS PERFORMANCE REPORT 2021/22**

The Apprenticeship Report was considered and the following points **NOTED**:

- It was agreed that the Apprenticeships Team was now in a good

	<p>place with more professionalism and change in culture</p> <ul style="list-style-type: none"> <li>The Chair of Corporation expressed concerns on the upcoming audit and whether the College was ready for it. The AM reported that the sample data had been received that day and the team were now compiling the pack of evidence, but until this work was complete it was unknown what historic issues would be found.</li> </ul>	
6.	<p><b>KMC SELF ASSESSMENT REPORT (SAR) VALIDATION: HIGHER EDUCATION</b></p> <p>The Head of HE presented his report and the following points were <b>NOTED:</b></p> <ul style="list-style-type: none"> <li>Provision was strong in some areas although there had been disruption due to Covid-19 and in-year staff changes.</li> <li>Outcomes had been good with retention being good overall. There had been some repeating events mainly related to Covid or external issues.</li> <li>The Team had developed a blended, flexible approach to delivery during the pandemic and consistency had improved during the year.</li> <li>There were still issues on timely feedback and IT. The HE Manager advised that systems had now been put in place to track assessment and this would be a key priority for this year.</li> <li>It was noted that recruitment for Teacher Training and Accounting Technicians (AAT) was low. It was considered that Teacher Training had been affected by the pandemic and Accounting Technicians was around employers not being able to release staff in the current environment. It was noted that recruitment was now improving.</li> <li>Staff turnover had been an issue with two leaving during programmes.</li> <li>Lesson observations had also been difficult due to the pandemic, but it was hoped that a catch-up could be put in place for this year.</li> <li>It was noted that the Tourism Park Management programme had been closed by Bournemouth University and until a new validation partner could be found there could be no recruitment to this programme.</li> <li>It was considered that HE could grow with use of the new University Centre and the team were concentrating on providing marketing material to the Marketing Team.</li> <li>It was hoped that communication would be a key factor for this year with good timeliness of feedback.</li> <li>A blended flexible approach to delivery was being developed, with some modules being carried out online.</li> <li>The Committee questioned the use of learning resources and the HE Manager considered this to be due to the pandemic. Issues with IT equipment was college wide and not just for HE learners. HE learners were using their dedicated room but with their own devices. The library tried to supply course specific resources however the students needed to develop awareness of how to access information for themselves. It was noted that the library collection would be reviewed and discussions held with partners for any assistance they could provide. It was noted that the RAU had always advised learners that learning had to be carried out on campus and this would be a question for any new partners. The Principal explained that franchised provision had access to the partners' resources but validated provision did not. The Principal also explained that discussions on IT resources were on-going and the Deputy Principal would be reviewing the IT Strategy across the college. He also</li> </ul>	

	<p>considered that library resources were good and it was perception management, and there could be opportunities with new partners.</p> <ul style="list-style-type: none"> <li>• The Committee considered that the provision of outcomes was taking too long, although it was noted that the most recent cohort of learners were the most successful in progressing into relevant employment.</li> <li>• It was questioned how far conversations around the use of the new building had progressed. The Principal advised that there were many ideas however HE provision did not move quickly. A meeting had been held recently with the Head of Agriculture and it was considered that there were some real threads to consider for the provision of some short courses for up-skilling which was more appropriate. Strategic work with partners was on-going by the SMT. Some Level 3 would also be undertaken in the new building, especially on the general basis of a core course with specialisms within. It was agreed that a lot of different courses were not necessary, just one good quality course.</li> <li>• The Principal advised that the new building was not just for new students, it would be used by other partners to raise the profile of HE.</li> </ul> <p><b>HE PERFORMANCE REPORT</b> The following points were <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• It was agreed that it was essential that the College kept students and that they were successful and input in the first year was important. The HE Manager advised that he expected to retain current students.</li> <li>• Further KPI's would be incorporated into HE.</li> <li>• Although attendance was low it was noted that the HE Manager considered it not to be an issue as he considered they were engaging.</li> <li>• It was noted that the Deputy Principal had joined a recent HEAB's meeting to receive feedback from students which was positive. It was considered that the USP of KMC should be considered and play to its strengths with marketing.</li> </ul> <p><b>HE REGULATORY NOTICE</b> The HE Regulatory Notice was <b>NOTED</b>.</p>	
7.	<p><b>KMC SELF ASSESSMENT REPORT (SAR) AND QUALITY IMPROVEMENT PLAN (QIP)</b></p> <p>The following points were <b>NOTED</b> during review of the SAR and QIP:</p> <ul style="list-style-type: none"> <li>• It was agreed that the overall Grade 2, with Grade 1 for Behaviours and Attitude, as a fair reflection of 2020/21.</li> <li>• Going forward the QIP was important and the Deputy Principal advised that there were no surprises.</li> <li>• The Committee Chair considered that consistency within the middle leaders was required with the assistance of benchmarking to ensure that data was robust, as it had been very variable across the department SAR's.</li> <li>• There was a focus on Staying Safe, especially around sexual harassment, as this was a key theme of Ofsted, and support would be provided in this area. All staff had received training and the Wellbeing team were developing a tutorial package for delivery to students before Christmas. The Principal advised that this issue was high on the radar and he had also covered in his whole college</li> </ul>	

	<p>student assemblies. It was noted that there was very little benchmark data available for the last couple of years due to Covid and only verifiable data would be utilised.</p> <ul style="list-style-type: none"> <li>• It was agreed that it would be useful to include Q&amp;S Committee and Corporation scrutiny within the report as there was currently no mention. This would also be included in Quality Reports that were presented to the committee to ensure that the role of governors was included in all evidence.</li> <li>• The Chair of Corporation considered that as an employer English and maths were essential and gave basic life skills. It was agreed that this provision was unfair on colleges but was regulatory. The Deputy Principal advised that this would be a further key focus and sound strategy for the next couple of years. Feedback from recent lesson observations had showed that there were improvements with the appointment of new leads. The timetable would also be changed to further improve provision.</li> <li>• The Committee considered that the Deputy Principal had made real improvements in a short period and were impressed that he had grasped the issues and moved quickly to gain improvements.</li> <li>• It was agreed that the QIP highlighted the issues and was clear.</li> <li>• The Committee further challenged the Deputy Principal on recruitment by questioning: <ol style="list-style-type: none"> <li>1. Did the targets for recruitment data take account of the NLFE recommendations?</li> <li>2. Was the College using the fact that 94% of current students recommended KMC?</li> <li>3. Was the 229 additional students achievable?</li> </ol> </li> </ul> <p>The Deputy Principal responded:</p> <ol style="list-style-type: none"> <li>1. The percentage contribution of every area had been reviewed eg Apprenticeships contributed 10% and Animal, Welfare and Science contributed 64%, and the College was targeting the areas that had space in its marketing. The report highlighted the numbers that could be enrolled, without additional staffing, for the first time. On this, the Committee asked how the marketing was carried out, physically in schools or by paper. It was noted that the main proportion of college marketing was digital. However, the website was set up inefficiently, and there was nothing targeting recruitment, therefore Google analytics had been changed to monitor searches. This had been carried out with the web developer and internally monitored. It was acknowledged that a lot of progress had been made with recruitment and noted that the report did not include internal progression. The process had been changed for current students that wanted to progress by the click of a button rather than a full application process.</li> <li>2. It was agreed that peer groups were very persuasive and the survey outcomes had been shared with the Marketing Team, as word of mouth was huge.</li> <li>3. The SMT was confident that the target was achievable although the demographics would be a challenge, and the market share would be important. It was pleasing to note that Open Morning sessions were well attended.</li> </ol>	<b>TH</b>
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## FE QUALITY CYCLE AND CURRENT IN YEAR POSITION

The Deputy Principal's Report outlining the Curriculum and Quality Position Statement was considered and the following points **NOTED**:

### New Quality Cycle

- Progress had been made in the Deputy Principal's first 9 weeks with advancements in terms of the college's approach to curriculum and quality.
- New graded lesson observations had now commenced and would be undertaken twice a year. The preliminary round had seen 70% of the 39 observations being 'Good' or 'Outstanding', and the Deputy Principal was pleased with the initial feedback. It was noted that staff received 48 hours' notice of a 5 day inspection window and this would provide an accurate view.
- Standardisation and professional development of the observation team had been completed.
- Monthly quality review meetings would be held, including HE, with a template form shared with the committee as an example. All KPI's would be regularly tracked and a monthly position statement provided by all Heads of Departments. It was agreed that Action Plans were important and these would be regularly reviewed at the monthly 1:1 meetings with the Deputy Principal.
- Formal quality review meetings would be held termly acting as a follow up to the monthly reports and reviewed at department level. This gave the Deputy Principal the opportunity to review departments on a termly basis.
- Termly appraisals with teaching staff had been introduced which were KPI driven with standardised targets. This ensured that all Heads of Department were measuring quality consistently.
- Regular surveys to gain high quality learner voice were being undertaken with the results shared with Managers and teaching staff.
- The Deputy Principal was introducing fortnightly 1:1 meetings with Heads of Departments with the key focus being on the quality of teaching and learning.
- The above cycle ensured that there was a focus on the issues at all times.
- A suite of live reports was now available which included live retention data for each course, which could now be split into different groups eg gender; ethnicity; age etc. This enable trends to be identified easily.
- The Committee was pleased that the Deputy Principal had taken a holistic view of quality, looking at it collectively to triangulate. One single issue was not taken as a measure in isolation and his work had been well received.

### Learner Voice

- It was noted that student surveys had been scheduled for three key points in the year. The results of the October 2021 survey indicated that learner views were very positive in regards to their initial college experiences at that point in the college year.
- The response rate for the October 2021 survey had been 92% of total FE learners which was pleasing.
- The main headlines of the survey were:
  - 92% of learners felt that the lessons they had received so far

- were inspiring and enjoyable;
- 96% of learners were satisfied with their experience of KMC so far;
- 96% of learners felt safe at KMC;
- 94% of learners said that they would recommend KMC to a friend or colleague.

- It was noted that all surveys were complete anonymously so learners could be open and honest to provide an accurate reflection and the results of the recent survey had been hugely positive, and had been shared at department level with individual action plans produced.
- It was also noted that only 60% of learners found their GCSE/Functional Skills Maths and/or English lessons inspiring and enjoyable. This highlighted the difference between vocational courses which learner chose to undertake and maths and English which they were required to do if they did not hold the appropriate qualifications. It was noted that further work was required in this area and had been included as the first action of the overall college Quality Improvement Plan (QIP).

#### **Further Developments**

- With support from the NLFE programme a full curriculum costing analysis should be carried out and the templates available for the college to continue to utilise. These easily enabled data to be input, based on projections, to gain a detailed curriculum plan and the contribution of each programme. This had been well received by the managers and gave further understanding to the importance of accurate data.

#### **Retention and Attendance**

- The detail set out in the report was **NOTED**.

#### **Recruitment**

- Recruitment targets had been reviewed to understand the maximum numbers that could be enrolled. The Deputy Principal advised that a further 229 students could be enrolled for September 2022, if class sizes were maximised, without increasing any staffing. It was agreed that if the college was successful with this target it increased core ESFA funding by £1.1M so was hugely important.

#### **Points from further discussion**

- The Committee considered that the Deputy Principal had made a lot of changes very quickly and agreed that it was valuable to capture his first impressions. He was asked why he considered so many changes were necessary and he advised that the college required re-establishing post Covid. There was nothing radical that had been introduced but the improvement he had made were known to work and tried and tested at his previous college, so brought little risk. The Deputy Principal was pleased and surprised at the positive response and considered that staff were ready for the next steps and challenges ahead.
- The Deputy Principal was asked when the impact of his work would be seen and he suggested it would take an academic year. He would have met with all staff by the end of the current term; all students would have been surveyed with the next one due in January 2022. The strengths would then be known; live data

	<p>available; regular meetings and action plans in place, and he could see no reason why any impact would not be seen by then. It was noted that the FEC Team was content with all the actions.</p> <ul style="list-style-type: none"> <li>• The Chair emphasised that solid evidence was required and was pleased to see the report and actions being undertaken. The Principal added that he considered the Deputy Principal had reset the College post Covid, and following the gap whilst appointment was made to the role. He had brought his expertise of Ofsted with the right level of clarity and had gelled quickly.</li> <li>• The Chair of the Corporation considered that there was great detail within the report which gave clarity and he was not surprised that staff had been positive. He further questioned the grading of the lesson observations and questioned that if 70% had been good or better, what was happening with the other 30%, and was there a plan in place. The Deputy Principal advised that the Observation Team was meeting with those staff on a weekly basis to follow up on the findings, and to pick up on any themes. He assured the Committee that the issues were minor and there were quick and easy fixes. It was noted that a CPD session was scheduled for the first day back after Christmas and was based on known requirements.</li> <li>• The Committee questioned whether there were any patterns in those areas with low retention rates and the Deputy Principal advised that it was proportional and small numbers. He would be reviewing the overall context with many courses being impacted with the pandemic. The data would be measured over two years and he would get to a point where non-returners could be analysed. It was acknowledged that it was due to small numbers but below expectations. It was Covid related and with the introduction of live reporting actions could be mitigated and patterns understood. It was noted that the current retention rate was 95.4%. This item linked to maximising numbers on courses and the Deputy Principal advised that recruitment targets were set at the 6 week census date and it was usual to over enrol slightly to compensate for any drop-outs. The Deputy Principal considered that if teaching and learning was outstanding at the College, students were more likely to stay. The principal advised that he would attach the new recruitment report to his next Principal's Report.</li> </ul>	<b>LR</b>
<b>9.</b>	<p><b>SAFEGUARDING</b></p> <p>The Assistant Principal shared the current Safeguarding concerns with 321 concerns currently compared with 209 the previous year. Further points were:</p> <ul style="list-style-type: none"> <li>• 163 issues were safeguarding concerns rather than just welfare.</li> <li>• The biggest area was the number of students with anxiety at 63 compared with 17 the previous year.</li> <li>• Other concerns were: <ul style="list-style-type: none"> <li>➢ Bereavement</li> <li>➢ Self harming</li> <li>➢ Sexual assault and sexualised behaviour (all carried out externally)</li> <li>➢ Eating disorders</li> <li>➢ Family issues</li> <li>➢ Children in need open cases</li> </ul> </li> <li>• 11 cases had Police/PCSO involvement</li> </ul>	

	<ul style="list-style-type: none"> <li>• 31 related to low attendance (not known to be due to welfare issues) and it was noted that a new Attendance Officer had been appointed.</li> <li>• To date, there had been one referral to Bournemouth, Poole and Christchurch MASH team, and now to the CHAD Team.</li> <li>• Some external support had been utilised with sexual health referrals and bereavement counselling to MOSAIC.</li> <li>• The Team had been increased which enabled issues to be picked up on earlier.</li> <li>• It was noted that the Smoothwall website monitor identified the majority of inappropriate internet searching. An increased use of internet dating sites and porn hubs had been noted. Access was monitored by the IT department and there had been no cases that had triggered a full safeguarding enquiry.</li> <li>• Prevent – 13 cases of County Lines into Dorset had been identified, 5 into West Dorset, but did not involve any current students.</li> <li>• There had been 5 disciplinaries, and no exclusions to date.</li> <li>• The Committee questioned whether the Team was coping with the increase in case load. The Assistant Principal acknowledged that it was difficult and there was huge pressure on the team. The Principal advised that the Assistant Principal lead the team and was very conscientious. There was a very good, thorough team in place to support and there had been some increases in pay due to the increased load, and the SMT continued to monitor the situation.</li> </ul>	
<b>10.</b>	<p><b>COMPLAINTS/COMPLIMENTS</b></p> <p>The Complaints and Compliments report was <b>NOTED</b>, with no further comment.</p>	
<b>11.</b>	<p><b>EQUALITY &amp; DIVERSITY COMMITTEE (E&amp;D)</b></p> <p>The minutes of the meeting held on 5 May 2021 were <b>NOTED</b>, with the following points made:</p> <ul style="list-style-type: none"> <li>• It was confirmed that the SMT had done all it could in relation to the complaint relating to a disability issue. The Principal confirmed that the new Health &amp; Safety Manager was a good appointment who had made a good response to this issue and reasonable adjustments had been made where possible.</li> </ul>	
<b>12.</b>	<p><b>COMMITTEE TERMS OF REFERENCE AND WORK PROGRAMME 2021/22</b></p> <p>The Committee Terms of Reference and Work Programme 2021/22 <b>were RECOMMENDED</b> to the Corporation for approval</p>	
<b>13.</b>	<p><b>RISK MANAGEMENT – ENTRIES FOR THE RISK REGISTER.</b></p> <p>No new risks were identified for the Risk Register.</p>	
<b>14.</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>The following items of further business were <b>NOTED</b>:</p> <ul style="list-style-type: none"> <li>• It was agreed that the meeting had been very useful and there were a lot of positives. The Committee would continue to monitor progress to ensure that actions were followed through.</li> </ul>	

15.	<b>2021/22 MEETINGS</b> The following dates were <b>NOTED:</b> <ul style="list-style-type: none"><li>• 7 February 2022</li><li>• 4 April 2022</li><li>• 13 June 2022</li></ul>	
	<i>The meeting closed at 5.30pm with no further business.</i>	

**APPROVED** 7 February 2022