

Brooklands College

Minutes of the Curriculum and Performance Review Committee
held at 08.00 on 14th November 2018 in Room MC5, Weybridge Campus.

Present: Nick Vaughan-Barratt (Chair)
Jackie Pearson
Andrew Barrett (Staff Governor)
Teresa Roberts (Staff Governor)
Andy McDonnell
Mary Hughes
Gail Walker

In Attendance: Josephine Carr Clerk to the Governing Body
Christine Ricketts Deputy Principal
Simon Lovegrove Assistant Principal Curriculum
Simon Deakin HE Development Manager
Cass Hardy Assistant Principal Progression

Item 1
CPR/11/18/1

Action in the event of fire
Action in the event of fire was noted.

Item 2
CPR/11/18/2

Welcome and apologies
Apologies were received from. The meeting was confirmed as quorate and Nick Vaughan-Barratt confirmed as Committee Chair for 2018-19. The Chair thanked Jackie Pearson for chairing the Committee for the last 3 years.

Item 3
CPR/11/18/3

Declarations of Interest
There were no declarations of interest.

Item 4
CPR/11/18/4

Minutes
The minutes of the meeting of 13th June 2018 were approved as a correct record

Item 6
CPR/11/18/5

Matters Arising
There were no matters arising which were not included in the Agenda.

Item 6
CPR/11/18/6

To review the Quality Improvement Plan 2017/18
The Deputy Principal presented the report and highlighted the key points:

- The curriculum at both campuses met the needs of the locality; the model is reviewed at each performance review.
- The entry level construction course has been moved to Weybridge from September 2018. Changes in the curriculum areas (buildings) were made to accommodate the growth in construction
- Games design was introduced at Weybridge in September 2018
- The move of electrical installation to Ashford improved enrolment and has resulted in both good group sizes and improved student satisfaction. The staff governor confirmed this.
- The new website was launched in October 2018. There are some minor teething problems but the design and accessibility of the website via mobile phones and tablets has been well received.
- The College continues to strengthen its relationship with Thomas Kynvett School. The School was keen to offer combined A level and vocational route but unfortunately no students were recruited for September 2018
- The Apprenticeship database is being developed and extended
- The College has increased employer engagement and the breadth of its customer base. The new sales manager is having a positive impact.
- Financial sustainability of the College; in 2017/18 budget holders were required to make 10% reduction in their non-pay budget.
- Some additional high needs and additional AEB income was received.

- A thorough review of staffing was undertaken as part of the Summer Term Performance Review process.
- The summer estate works was part-funded by the M3 LEP – CSC and FGB have been fully updated of these grants

CPR/11/18/7

IMPACT Assessment projects

During the SAR process SLT identified 6 impact projects focussing on key development areas for the College. A member of SLT chairs each working group. This new initiative is encouraging staff to be more involved in the decision-making process and staff engagement has been good:

1. English & Maths: Cass Hardy
2. Minimum Standards: Simon Lovegrove
3. Expectations : Christine Ricketts
4. Sustainability : Sue Lockett
5. Mental Health : Shereen Samersinghe
6. Safeguarding & Prevent : Gail Walker

Each group has an Action Plan which will be monitored by SLT and addressed as part of the Termly Performance Review meetings. The 6 impact projects replace the College level QIP for 2018/19. The Deputy Principal will report to CPR on the progress of the impact projects except sustainability which will be discussed at Resources Committee.

Item 7. Self-Assessment Report (SAR)

CPR/11/18/8

The SAR external validation took place on 8th November with Graeme Baker of West Thames College. The Panel agreed that the College SAR 2017/18 is Good and that the College makes a significant difference to the lives of young people. There has been a slight dip in performance, but College achievement rates remain above national average rates. The Engineering and Construction Departments experienced a drop in achievement rates. The Chair asked whether these results were a blip or part of a trend. The Deputy Principal advised that there are a number of factors contributing to this including restructure, the introduction of progression mentors in 2017/18 and the initial inconsistency around roles and responsibilities re student monitoring and intervention. The tracking and progress of students was not good enough and some Heads of Departments predicted much higher grades than were achieved. The Assistant Principal Curriculum is monitoring this on a monthly basis and working closely with curriculum managers.

CPR/11/18/9

The Curriculum SAR validation will take place next week where grades for each curriculum area will be confirmed. These are expected to be slightly lower than 2016/17. The key development areas are outlined in the 6 impact group action plans. The College is looking to reduce the number of underperforming students (both pass mark and higher grades) and ensure that prior attainment is more incisively recorded during enrolment.

CPR/11/18/10

The Chair asked the Deputy Principal if there were any underlying problems or any matters which she was particularly concerned about. The Deputy Principal said that she would not like to see any further reduction in College performance as this would then render the College below the national average. The Deputy Principal is monitoring Hospitality and Catering because of the dip in achievement rates at Level 1 and will also review the curriculum offer. The meeting acknowledged the importance of maintaining a stable and high quality teaching staff in both vocational programmes and English and Maths.

CPR/11/18/11

Retention rates are very good. The achievement rate and pass rate should be very similar. When students reach the end of their programme the intention/expectation is that they should pass the programme qualification.

CPR/11/18/12

Governors will be given a copy of the final SAR which will be presented to the December FGB for approval.

Item 8

Higher Education

CPR/11/18/13

The HE Development Manager presented his HE Development Plan report and accompanying data. HE professional recruitment has exceeded expectations 181

compared to a target of 133 but the number of students on the Oxford Brookes Degree courses is lower than in previous years.

- CPR/11/18/14 The Office for Students, which replaced HEFCE in 2017/18 are requesting more student data and are looking to chart 3 year performance on NSS (national student survey results). The Brooklands HE Student Survey data is improving year on year, using this measure the 3 year average will be lower than that of the 2017/18 data. Work on both the quality of HE Student induction and survey response rates is needed. This will not impact upon the College's Silver Award (TEF).
- CPR/11/18/15 The External examiner reports are very good complementing the quality of programmes. The achievement rates are outstanding in special education and motor sport outperforming the awarding bodies' targets. The vocational relevance of the programmes is rated highly.
- CPR/11/18/16 The HE Development Manager is not a member of the Expectations Impact Project but will be involved in any actions arising from the group.
- CPR/11/18/17 With regard to marketing of HE, a new brochure for Higher Skills has been produced and the new website specifically highlights HE which the previous one did not. There is a general decline in L3 and L4 students but an increase in L1 and L2 students at the College. ESOL recruitment and achievement is good but the student pathway has a gap in it and so the College is introducing pre-Access L2 course in January and Easter 2019 to enable students to enrol on the Access to HE course in September 2019.
- CPR/11/18/18 The College is looking to widen its HE provision with regard to Policing and Business Administration and project management in Construction. The Surrey Police have a £5M training requirement and tenders for the police apprenticeship will open in Spring 2019. It is anticipated that any apprenticeship will be offered as block release because of police shift patterns.
- CPR/11/18/19 The HE Development Manager advised the Committee of the importance of pathways for students. He is currently developing 3, 5 and 7 year pathways for each curriculum area in the College.
- CPR/11/18/20 The meeting agreed that they had sufficient assurance that the HE provision was robust at the College. The Meeting recommended that FGB give assurance to the Office for Students regarding the provision of HE at Brooklands.
- Item 9**
- CPR/11/18/21 **Enrolments**
2018/19 1,439 ESFA funded enrolments to date compared with a target of 1,607 (168 short) the College will continue to enrol in year and hopes to enrol 1,579 (28 short). There is a continuing decline in sport and the provision for 2019/20 is being reviewed. Despite being a high performing area, student numbers in Travel and Tourism are low. Given the proximity to Heathrow this should be higher.
- CPR/11/18/22 As discussed HE professional studies enrolment is currently 183 (134 in 17/18) whilst not as high as 2015/16 it is moving in a positive direction. There are 17 recruits for the Diploma in dental nursing. New courses for September 2019 include Theatrical make up and applied biology.
- CPR/11/18/23 The number of 14-16 home educated learners accessing some education via College usually for 1 day a week has risen to 88 compared to 33 in 2017/18. The College has 55 14-16 year old students on a full-time basis; primarily in Hair & Beauty, construction, childcare and design. The Deputy Principal assured the meeting that the College was not competing with local schools for 14-16 pupils and wished to avoid "school status" and would probably not look to have more than 100 full-time 14-16 year old students.
- Achievement rates**
- CPR/11/18/24 Graphs comparing Brooklands with the national average showing Brooklands with an overall 1.6% decrease from 87% in 2016/17 to 85.4% in 2017/18. Brooklands

remains +2.6% above the national average. The meeting noted that both the 16-18 and 19+ national averages have also declined.

- CPR/11/18/25 College Qualification levels:
- L1 is strong – 87% - which is significantly above the national average (83.4%)
 - L2 has declined from 86.8% to 83.2% but these remain above the national average of 79.4%
 - L3 has declined from 85.8% to 83.4% which is below the national average of 85.8% and requires improvement
- CPR/11/18/26 The L3 results present a spikey profile and the national average includes all providers of L3. The College has identified a number of issues and agreed action plans to address these.
- CPR/11/18/27 Curriculum performance: SEND and Transition (97.5%) and Skills for Employment (93.4%) are the only curriculum areas where achievement levels did not decline in 2017/18. SLT have identified 4 curriculum areas which will be closely monitored during this academic year: Impact Assessment
1. Construction
 2. Engineering
 3. Sport
 4. Public Services
- A further 4 areas will also be monitored in year:
1. Hair and Beauty
 2. Hospitality and Catering
 3. Applied Science
 4. Art and Design
- CPR/11/18/28 In summary the College is overall happy with the significant improvement in added value in particular with its disadvantaged students.
- Item 11**
CPR/11/18/29 **Learner Involvement Overview**
The Chair presumed that all members had read the report and asked if there were any questions. No questions were raised.
- Item 12**
CPR/11/18/30 **English & Maths**
The Assistant Principal Progression presented her report. The achievement of high grades at GCSE and attendance of students at FE Colleges are national challenges. The Assistant Principal has been reviewing what works elsewhere in other FE Colleges across the country and the impact group has developed 10 key themes.
1. **Enrolment**: improving the perception of English and Maths with students and parents. Emphasising at open evenings that the College English and Maths lessons are different to school lessons, they include relevance to their vocational studies. Maths and English lessons should be viewed positively and not as a negative or failure to achieve at school. Looking to adjust the focus of the study programme e.g. Engineering with English (as opposed to Engineering and English).
 2. **Timetabling** : sandwich between vocational subjects and not on Monday morning or Friday afternoon or when students are not scheduled to be in the College for their vocational course is an issue which is being addressed.
 3. **Marketing**: Need to improve the negative image of English and Maths across the College. The Maths and English element of the College prospectus is being redesigned for 2020/21. Looking to improve visual information regarding English and Maths around the College with colourful images.
 4. **Learner Motivation and Self-belief**: Weekly online quizzes to be introduced and competitions to motivate learners and show that they can achieve the targeted grades.
 5. **Attendance**: Is significantly lower than that of vocational programmes. Looking to introduce text messaging “You were missed this morning and we hope to see you tomorrow” to be sent to students and their parents/nominated learner supporter (Students are asked to nominate a Learner Supporter when they enrol with the College). There are free services available or an add-on module using ProMonitor. Jackie Pearson urged SLT to use the Pro Monitor system which is excellent and also links into the student record.

6. Staff CPD: the College must ensure that English and Maths teachers are equipped with the right skills. Pupil behaviour in English and Maths lessons is often more challenging than that of the vocational sessions.
7. Support and challenge : Set challenging targets and give feedback to students
8. Teaching and Learning: differentiate from school lessons using latest technology
9. Embedded delivery of English and maths in vocational sessions
10. Curriculum improvement: The College is considering a 2-year GCSE programme as opposed to 1 year. The Staff Governor (Teaching) suggested 2 x 90 minutes sessions per week as opposed to the current 3 x 60 minutes because valuable teaching time is lost as students move from their vocational teaching areas to those of English and Maths (Edge Building).

CPR/11/18/31 The Assistant Principal advised the meeting that some action items will take longer to filter through than others, but hopes that these will have a positive impact upon 2018/19 achievement rates.

CPR/11/18/32 In response to a question comparing Brooklands achievement rates with other Surrey Colleges, the Assistant Principal advised that none of the 3 Surrey GFE Colleges have better rates than Brooklands. Basingstoke, Farnborough and South Leicestershire have consistently better English and Maths achievement rates than the Surrey GFE Colleges. The meeting noted that it is highly unlikely that the Government will change the requirement of GCSE English and Maths despite pressure to change this to functional skills.

CPR/11/18/33 A higher volume of Brooklands students achieved the former D grade at the summer examination and 100 students sat the November examination last week. The College needs to be more astute regarding monitoring progress. By ensuring that increases in grades are reported for example; the number of students who sat the GCSE exam who moved up a grade.

The Chair of Governors left the meeting at 9.50

Item 13 Safeguarding report

CPR/11/18/34 The report was noted and in particular, the increase in referrals this term. The Principal will be meeting with the other Surrey Principals tomorrow and will ask if they are experiencing a similar increase in referrals. Some of the increase is most likely to be a direct result of increased awareness of staff and students, which in itself should be seen as positive.

Item 14 Progression report

CPR/11/18/35 The report was noted.

Item 15 Marketing report

CPR/11/18/36 The Marketing Manager was welcomed to the Committee and presented her report. On appointment in July 2017, the Marketing Manager had 2 main areas of focus:

1. Redevelop the College website (2011- more applicable and appealing to 2018 audience)
2. Review the structure and format of the Marketing department to ensure that it was applicable for today's environment.

CPR/11/18/37 The new website was launched in October 2018 and represented an additional workload to the existing team. The meeting agreed that the new Website works really well on mobiles and is much easier to navigate. The success of the website is essential as it represents the external face of the College.

The restructure of the Marketing department created significant pressure on team and impacted upon workloads. However, the new roles have been successfully recruited and the Team is at establishment level.

CPR/11/18/38 The Team's priorities moving forward are

- Further promotion of the Brooklands' brand
- Curriculum focus and promoting this out in the community in particular running campaigns leading up to open events. have a digital marketing officer
- The new digital marketing officers is looking to increase the College's social media presence, encouraging students to engage with the College Instagram and snapchat

accounts and celebrating awards and success and also good pieces of work. This will then spread news of the College to the students' peer groups

CPR/11/18/39 The Chair reminded the meeting that what may be good practice at one stage in time becomes routine and people then ignore and cited Apple's annual launch. Whilst acknowledging that the Marketing Team are constrained by the allocated funds and the marketing non-pay budget was cut by 10% last year, this should not constrain the team from refreshing its approach. The Chair reminded the meeting of the importance of marketing to the survival of the College and encouraged the team to take risks and to be innovative and if something is not working, stop it. The Marketing Manager cited the reversal of the decision to stop publishing printed copies of the College prospectus. A printed version was made available for 2018/19.

CPR/11/18/40 It is hoped that the new marketing team will bring a fresh approach.

CPR/11/18/41 The Chair asked if the College really understands how potential students find out about the College. The Marketing Manager advised the meeting that the College has good contacts with feeder schools and is informing them about provision in the right way. The Marketing Team now has the capacity to run more community events and so ensure that people are aware of the College and its activities.

CPR/11/18/42 The Marketing Manager is developing a digital marketing plan. The Chair encouraged her to try something different and cited the recent YouTube US air conditioning salesman who has become a celebrity and sales have rocketed. It was suggested using clips of Brooklands teaching staff.

CPR/11/18/43 Marketing comes within the remit of the Expectations Impact group.

CPR/11/18/44 Parents tend to use Google and Facebook (the College has a Facebook account) and parents are crucial in the decision-making process of where to study.

CPR/11/18/45 The meeting requested data regarding penetration rates at feeder schools and reasons why for the fluctuation amongst the top 20 feeder schools. It was suggested that the focus in schools starts during the summer term for pupils in year 10 (GCSE Year = Year 11).

CPR/11/18/46 What are the principal reasons for choosing to study at Brooklands or go elsewhere?

1. Family connections or traits
2. Most students have to travel to Brooklands and this may act as a deterrent and incur an additional cost
3. Brooklands is known to accommodate pupils who not accepted elsewhere because of their lack of GCSE Maths and English and the different entry levels available at the College. The College has a good reputation for offering practical learning (as opposed to academic)

The Marketing Team are going to hold exit polls as students and parents leave the Weybridge Open evening on Thursday.

CPR/11/18/47 It was suggested that the Marketing team attend the training days of the local independent careers advisors such as Innovate and Explore.

CPR/11/18/48 The Chair asked if these initiatives will actually increase recruitment. The Marketing Manager advised that the number of online applications received to date exceeds that of last year and is nearly at the level of 2015/16

CPR/11/18/49 Steve Brice asked the Marketing Manager to populate the website pages detailing employers who the College currently works with.

Item 16

Chair's business

Item 16.1

Review of committee business for emerging risks

CPR/11/18/50

The Chair advised that there were new emerging risks from the meeting.

Item 16.2**Summary of the main issues/decisions/topics that have arisen during the meeting and that would help other governors, not at the meeting, better understand what is happening in the College**

CPR/11/18/51

1. Good discussion about 6 Impact Projects which were regarded by the committee as very timely and well thought through. Noted that these are already in operation and initially planned for this academic year only.
2. Noted that the Curriculum Area SAR validations were about to take place and that a key action is to reduce the number of underperforming students
3. The committee received a detailed presentation on HE by the relatively new HE Development Manager which was broadly very encouraging and positive, with initiatives such as discussion to secure a substantial part of the Surrey Police apprenticeship training requirement.
4. The meeting was asked to confirm that they viewed that the HE provision was robust and recommended that FGB give assurance to the Office for Students regarding the provision of HE at Brooklands.
5. A substantial presentation and discussion regarding English and Maths was; the committee appreciated the creative and determined approach to improve performance. A particular point was the possibility of using a proprietary SMS system linked into ProMonitor to increase attendance and this is being investigated.
6. There was a detailed presentation by marketing, and the committee (and Chair in particular) encouraged the marketing team to be creative and bold. All agreed the new website was a significant improvement and worked well.

Item 17

CPR/11/18/52

Any other business

The Chair closed the meeting in the absence of any other business.

Item 18

CPR/11/18/53

Date of Next Meeting

Wednesday 13th February at 14.30

Decisions Made

1. The meeting recommended the College SAR 2017/18 to the December FGB for approval.
2. The meeting recommended to FGB that the Office of Students be advised that the Governors have assurance that the HE provision is robust and challenging.

Actions:

1. The Marketing Manager was asked to populate the website pages detailing employers who the College currently works with.