

Brooklands College

Minutes of the Curriculum & Performance Review Committee held at
16.00 on 12 February 2020 in Room MC5,
Weybridge Campus.

Present:	Jackie Pearson Mary Hughes Dr Barbara Spittle Teresa Roberts	Chair Vice-Chair & Safe-Guarding Governor Vice-Chair of Governors Staff Governor
In Attendance:	Fred Gray Christine Rickets Simon Lovegrove Andy Russell Jonathan Lipscomb	Chair of Resources (Observer) Interim Principal Assistant Principal Director of Apprenticeships and Partnerships Clerk to the Governing Body
Apologies:	Dr Stephen Dowbiggin OBE Andrew Barratt	Interim CEO Staff Governor (Observer)

PART 1

1. Action in the event of fire

Action to be taken in the event of fire was noted.

2. Welcome and apologies

Dr Stephen Dowbiggin and Andrew Barratt. The meeting was confirmed as quorate.

3. Declarations of Interest

None were declared.

4. Notification of Any Other Business

The Committee Chair had not been notified of any other business.

5. Minutes of the Curriculum & Performance Management Committee Meeting

A number of typographical errors and small substantive changes to the minute of Item 12. (Safeguarding Report) were agreed and subject to these being made by the Clerk, the minutes will be signed by the Committee Chair.

6. Matters Arising

There were no matters arising other than on the agenda.

Items for Consideration and Approval

7. OfSTED Report and Recommendations [CP 19:20-10] (CR)

The Chair and members of the Committee offered their formal congratulations to the staff for all their hard work in bringing about this excellent result: with the College achieving 'Good' across the board with only Apprenticeships scoring 'Requires Improvement'.

- i. The Staff Governor reported that the staff were tired but very pleased. They had also greatly appreciated the gift of chocolates from the Committee Chair and Chair of Governors!
- ii. The Principal reported that the College's story had been about a journey to improvement, putting students first and tackling the issues we had, particularly with the apprenticeship programme and demonstrating distance travelled.
- iii. It had been bold but the right move to grade ourselves as 'Requires improvement' overall and 'Inadequate' in the case of Apprenticeships at the start of the current academic year and to demonstrate the drive since, to reclaim 'Good'.
- iv. Behavioural management issues had arisen in the construction area late on the fourth day, but they were insufficiently serious to impact on the overall outcome
- v. Feedback to OfSTED should mention that where a single manager covered two or three areas being inspected then that was particularly onerous for that individual. At the same time the inspection process was powerful in terms of professional development for those being inspected and this should be exploited.
- vi. The Principal has been asked to speak at the AoC's Quality Conference about the 'impact of self-assessment to bring about improvement in a short period of time'.
- vii. All agreed that this merited congratulations and would bring with it, positive publicity for the College.
- viii. Of the recommendations for provider improvement (p5) already covered by the QIP. The Committee focussed on IT and MIS and conceded that these were expensive to improve. The MIS team is largely new and working hard.

8. Brooklands College Improvement Plan [CP 19:20-11] (CR)

- i. Attendance is a key area of focus for the College and a project called 'February Fresh Start' will begin after half-term targeting attendance.
- ii. On IT, MIS and data reporting there is further work to do. There are too many reports from MIS at present. These are being reduced in number to around twenty key reports for Management to use.
- iii. Concern was expressed by Governors that within intervention there was nothing about English and Mathematics which together were thought still to be a significant issue and a risk.
- iv. The Principal believed that these areas were showing improvement and that work continues so not considered to be in need of intervention.
- v. The Governor present at this review had not found the attitude of the two engaging. They did not present any sense of how growth in this area might be achieved. For example, why was 'Century Learning' not being used?
- vi. The Vice-Principal continued to counsel against bringing them back into intervention as not considered useful. Better he believed, to try to boost attendance in the short-term as changing culture of the teaching more difficult.
- vii. There was agreement that there is a need to work closely with these managers to set targets.
- viii. The question remains, 'what can Governors do to help?'

- ix. The Committee Chair asked that the QIP for English and mathematics be brought to the next meeting. By then it will contain predicted grades. If thought useful, the Managers of English and Mathematics might attend for further discussion.
- x. The Principal then reconsidered intervention but by another route. Sufficient funds remained in the CPD budget to fund an external specialist, if one could be found, to spend time in the department looking at resources and talking to managers, as had been tried successfully with the Engineering team.
- xi. OfSTED also keen that CPD be further expanded.
- xii. In the event that a consultant was found in either or both of these areas, the Chair asked that their report be seen by the Committee.

Specific curriculum areas in intervention were then discussed:

Sport:

- xiii. The Chair had thought that this course was to have been dropped.
- xiv. The Principal agreed but having reviewed as part of the curriculum planning process, noted that it maintains a good contribution rate (77% against target of >50%) but numbers falling.
- xv. Agreed to run for this year and review owing largely to recent developments regarding establishing a Football Academy with Brentford and Staines Football Clubs. If we can secure contracts with them by Easter we will continue, albeit with a different delivery model.
- xvi. It was explained that in broad terms trainee footballers of school age, in groups of 16 to 20 would continue their schooling at Brooklands for three days per week whilst training at their club for the remaining two days, resulting in students gaining a sports-specific Level 3 extended diploma whilst challenging for professional contracts.
- xvii. If the College can secure contracts with both Staines and Brentford, that will triple sport numbers.
- xviii. Further work was required on the mechanics of the courses but the Assistant Principal has run such courses before and it is familiar territory to him. He is aware that contracts must be strict and specific on costs if the College is to make any money.
- xix. Concerns over progression were raised, given that the majority of trainee footballers to not achieve a level within the game to which they aspire.
- xx. Trainee footballers are usually on season-length contracts and the season roughly correlates with the academic year. They are likely to complete their courses (if only under threat of not playing if they don't) and their qualification will equip them for university, where the majority will go and for careers in coaching or personal training. Some will continue to play overseas, for example in the USA.
- xxi. Even if the clubs terminate a trainee's contract mid-term the College operates on a staged-achievement basis and so students will still achieve.
- xxii. Members acknowledged that being associated with a successful football club will attract male interest in other curriculum areas such as construction and engineering. In the same way, female recruitment might benefit from a similar arrangement with a professional women's team; itself an area of growth.
- xxiii. The Principal stated that a decision had been taken to group Sport and Public Services together.
- xxiv. The new team in Sport has made a big difference, improving curriculum development.

Construction:

- xxv. Reasonable progress was reported though concerns remained over aspects of both the quality of education and quality assurance.

- xxvi. An additional programme-leader for engineering will free up management time for working directly with Construction which will now be based in that area to enable the targeting of more specific intervention.
- xxvii. If we again move forward with apprenticeships in this area then this additional specialist knowledge will be important.

Media:

- xxviii. Staff in this area have worked hard and made good progress with both course design and delivery. There has been good work establishing links to employers.
- xxix. A change to the staff has resulted in an improvement to team dynamics with renewed enthusiasm and motivation evident.
- xxx. The Quality Assurance Co-ordinator is working closely with the team to develop fully, assurance processes.
- xxxi. EVs expected soon to look at UAL qualifications in that area.

Apprenticeships:

- xxxii. The QIP is updated regularly across five sections covering compliance, quality assurance, quality of education, intent and staffing & structure.
- xxxiii. The initial focus had been on compliance and quality assurance (utilising where appropriate, external audit resources) but now shifting to quality of education and the support to drive quality.
- xxxiv. The Quality of the internal assessment team has always been good in terms of having kept their own CPD up to date and they have developed much good practice but need to build a more robust quality assurance system so as to drive improvements to both timeliness and achievement.
- xxxv. There is an increased number of teams in the College looking to offer apprenticeships.
- xxxvi. Twenty new standards have been identified, to be in place by September 2020, some of which have been brought forward from the existing framework. This is a significant challenge.

KPI's:

- i. Only data from Term 1 was available. Data from Term 2 would not be available until near the end of term.
- ii. It was already known that attendance rates will be too low, hence the 'February Fresh Start' initiative
- iii. Achievement rates also looked low (for example the figure for apprenticeships is very odd) but are misleading as most achievement is established at the end of the year.

[Given that there was a paper on Predicted Achievement, it seemed prudent to move to the agenda item (15) next.]

9. Predicted Achievement Report [CP19:20-18] (SL)

Noted:

- i. Asked if there was anything that she wished to highlight, the Principal reported that there were some courses 'at risk'.
- ii. Business unlikely to reach achievement target and one or two construction courses are underperforming.
- iii. Functional skills predicting only 69% achievement which is a concern. The examinations have been reformed and this generally results in a lower achievement rate, this time predicted to be 10%. Important that department does not see this as acceptable, particularly as it is a large department with the potential

to drag down the overall average achievement across the College. Early resits, targeted intervention and workshops will be required.

- iv. Retention rates are satisfactory.
- v. Apprenticeships are still classed as being at risk and are being watched carefully.
- vi. It was perhaps ambitious to set the target for achievement at the national average, but this was a requirement of the ESFA. Separate statistics are being prepared for in-house and outsourced courses.
- vii. Although not yet in dashboard form, departments are receiving different levels of KPIs to see how they are contributing to the whole.

10. Student Applications for 2020/21 [CP 19:20-14] (CR/SL)

Noted:

- i. Both **Business** and **Electrical Installation** applications are up.
- ii. **Hospitality** is benefitting from Kingston's closure. It is increasing both its attendance and contribution rate but remains at risk. Contribution was lowest in College so positive all round. Still a risk and dependent on contribution. If this increases then it remains a particularly good resource, especially with the restaurant.
- iii. Decision as part of planning to commit to **Hospitality and Catering** but must look at costings – could grow apprentice in that area. Director looking at standalone specialisms such as Sugar craft. It is an important part of our offer and it requires strengthening, going forward. We have to take some risks.
- iv. Governors asked if there was provision for food hygiene. At present Food hygiene full cost short courses are not offered but the college will look into this possibility. It used to form a part of the full-time course but was front-ended and dull and students were lost from the programme as a result, so it was taken out.
- v. **Travel and Tourism** has been cut as a discrete offer. It performed very well but was too small so director looking at Level 2 customer service programme or building it into hospitality qualifications. The Director of Apprenticeships and Partnerships is enthusiastic about customer services apprenticeships. Recent discussions with Heathrow suggest that they specifically request customer service. It is possible to apply for a job as an air hostess at 16 now without going through a course.
- vi. **Health & Social Care** not withdrawn. It is a Government priority, especially post-Brexit. Nursing and midwifery is at university level so we are offering a BTEC as entry qualification. Any apprenticeships would have to be degree level apprenticeships so we cannot offer that. Could offer social care apprenticeships but there is no interest. We must be offering Health & Social care in some form (e.g. 10 students at Level 3) to be in position to apply to offer a T-Level in 2022.
- vii. **Manufacturing and Engineering**. At the moment we offer two-year BTEC but numbers quite low. Now quite a fragmented offering of BTEC and City & Guilds. The latter have good numbers but little progression to BTEC.
- viii. Propose instead, running two year BTEC course, a one year Level 3 City & Guilds in manufacturing and engineering and a one year Level 2.
- ix. Traditionally large numbers on Level 3 engineering. The College is known for are aero and motor sport not manufacturing. From the core, one or two may go on to aero or motorsport but overall progression isn't good. Sometimes those sent out on work experience are lost to workplace apprenticeships.

11. Teaching & Learning [CP 19:20-13] (CR/AW)

Detailed report which focussed on classroom environment.

Noted:

- i. The staff governor gave examples of staff self-help. Technician, KS had bought paint and repainted the ground floor of the science building to great effect with branding and lettering.
- ii. The Chair was uncomfortable with asking staff to spend their own money on such things.
- iii. Staff are encouraged to be proactive. In Aero-engineering SK and HE have taken ownership of the room and printed masses of posters to improve the environment.
- iv. CPD: - more needs doing by way of 'industry updating' and recording activities. There are examples of staff signing up for free T-Level training. If they do then the College gets money too. CPD is a key recommendation from OfSTED but not always easy to implement. However, even going out of the workplace to talk to employers can be seen as 'industry updating'.
- v. If governors have industry contacts, they can supply opportunities.

[The Chair requested that the T-Levels paper be taken next.]

9. T-Level Strategy [CP 19:20-12] (CR)

The T-Level Strategy paper was introduced.

Noted:

- i. The Principal reported that the college had not yet submitted an expression of interest for T-levels for 2022-23. The Assistant Principal is working on this.
- ii. Three areas were being considered: education and care, digital industry and construction (though construction would require a strategy for growth at Level 3).
- iii. To apply, providers are required to have Ofsted rating of 'Good' which we have and satisfactory financial health. The latter continues to be an issue.
- iv. The CEO will write in support of the bid and say that we are moving forward with our financial health status. Failing that Brooklands could not bid unless merging with a college already offering T levels.
- v. Governors questioned whether it was sensible to offer digital industry if under-resourced.
- vi. The Principal agreed that perhaps not for 2022-23 but Governors were reminded that cyber security in particular was a high growth area. There is a need to emphasise these courses to maintain enrolments. In the future the subject area will be huge and Brooklands must have a stake in it.
- vii. The Principal offered to circulate details of free training on T-levels, to governors via the Clerk.

Resolved:

- i. Governors supported the Principal's initiative in pursuing this new venture.

Items for Information

12. Marketing Report [CP 19:20-15] (LW)

The Marketing paper was presented.

Noted:

- i. The Chair stated that this was a good report and had been put together well. She asked if there were any enhanced marketing initiatives in Ashford as this had been raised previously
- ii. The Principal confirmed that there was now improved signage. Managers have targets for growth for this and the next academic year.
- iii. Governors suggested putting posters up at the station as additional students would offset the costs of such activity. The marketing team is small as is their budget. The idea of 'supermarket drops' is currently being tried.

13. Student Engagement Report [CP 19:20-16] (CR/SL)

The Chair noted that this was a good report – well laid out.

14. Safeguarding Report [CP 19:20-17] (TM)

The Safeguarding Governor commented favourably on a very recent safeguarding meeting.

Noted:

- i. In respect of 'safe recruitment', the HR Manager to attend one safeguarding meeting per year to report on recruitment but also now getting involved in the 'Surrey Survey' – has completed the data return for that and that which includes safer recruitment.
- ii. Impressive tutorial programme includes huge amount relating to safeguarding and 'Prevent'.
- iii. All students have accessible training on 'Google Classrooms'. ESOL have 'Prevent' embedded in delivery
- iv. Improved student safeguarding survey response (88%).
- v. Positive about speed at which the new Safeguarding Officer is getting things done - really quite dynamic.
- vi. Year on year numbers on safeguarding roll have gone down for two reasons. Better system for collection. Data not rolled over and so more accurate and an understanding that some students, whilst nonetheless regarded as being at risk, do not need to be on the roll.
- vii. Biggest issue for students is their mental health.
- viii. Safeguarding training suggested for reception and possibly administrative staff.

15. Student Disciplinary Report [CP 19:20-19] (SL)

- i. A few more exclusions were noted. Mainly drug use which has to be stamped out straight away.

16. Any Other Business

Review of risks to be reported to FGB:

- English and Maths: Principal to source a specialist for CPD and for their report to come to the next meeting.
- Update on football academy including detailed costings

[Meeting closed at 17.55.]

18. Date of Next Meeting

The date of the next meeting is 3 June 2020

Jackie Pearson
Chair of Curriculum & Performance Review Committee

Jonathan Lipscomb
Clerk to the Governing Body

