



# EDUCATION COMMITTEE

**MINUTES of the Meeting of the Education Committee  
held on Thursday 5 December 2019 at 09.30 at Broad Lane, Tottenham Hale, N15 4AG**

<p><b>Members present:</b> Kymberlie Andrew Anna Douglas Rachel Jackson Salman Momen</p> <p><b>In attendance:</b> Tom Fogden Stuart Noss Mark Smith Jacky Gearey</p>	<p>External member/Chair via conference call (out of country) External member External member via conference call External member</p> <p>Dean Principal CEO Clerk</p>
--	---

**Quorum 2 members**

Agenda Item		Action by
	<p><b>Apologies for Absence</b> 1. Lisa Kattenhorn - holiday</p> <p><b>Declarations of interest</b> There were no declarations of interest.</p>	
1.0	<p><b>Opening of meeting</b> As the Chair was out of the country it had been arranged that Anna Douglas would chair the meeting. The meeting opened at 09.30 with the acting chair explaining that as the CEO had to leave the meeting at 10.15, items 1.5, 1.6 and 1.3 (SAR, CIP and KPIs) would be dealt with immediately then the meeting to revert back to the agenda schedule.</p>	
1.5	<p><b>Draft Self-Assessment Report (SAR)</b> CEO gave a brief introduction on the SAR and then handed over to the Principal and Dean The Principal said this was the third SAR and the college was starting to focus on intent, implementation and impact in accordance with the new Ofsted framework. The executive summary included reference to the previous Ofsted 2018 which was judged "Good" overall. Various changes have been made to the Executive team to strengthen the educational direction of the college.</p> <p><b>Sixth Form</b> Intent – to meet the skills gap and job/employment needs. Implementation – this takes into account the social mobility of student from the local area, male/female balance which is currently 80:20 however the aim is to be 50:50. Impact - curriculum results were far better than the previous year and the BTEC Computer Science results were significantly the best in the country for this qualification. The college did identify two areas requiring improvement namely A level Physics and GCSE English. Value Added was also identified as requiring improvement however the Principal did provide context to this namely that because of the size of the classes, if one student fails this has a disproportionate impact on this. Currently only 15 apprentices had gone through assessment and therefore the numbers were too low to calculate achievement rates, however next year with the increased numbers the Qualification Achievement Rates (QAR) will then be available. Achievement and pass rates have improved considerably with the latter at 98.50%. The Principal additionally explained the rationale for mandating that where students are doing a BTEC, they are only allowed to study</p>	

one A level and it is anticipated that this will have a positive impact on the retention figures. The committee did question this however the Principal had confirmed with top universities that doing extra A levels was not required.

Teaching and learning was still an issue and the college was looking to have more full-time staff. Finally, the Principal mentioned that many of the targets from last year were still ongoing and developmental in nature but that there had been too many for staff to achieve. This was now being reviewed.

#### **Apprenticeship**

The Dean explained that this was the 5<sup>th</sup> launchpad with 196 apprentices, covering 33 different companies. Diversity was strong with an increase in the numbers of both women and BAML and again the aim was to achieve a 50% split and as a result the college is now looking at the hiring decisions of the companies. Good progress has been made on attendance albeit some of the previous cohorts are poorer. Performance on the degree programme is strong with a high pass rate which emphasises the need for consistency. Whilst the apprenticeship team has been strengthened there is an issue identifying, recruiting and supporting good quality lecturers to lead teaching and learning at the higher level and this can affect the quality of the experience. The plan now is to introduce more teacher and lecturer training with an external provider - Portsmouth University.

The Chair then asked for questions:

What were the biggest concerns apart from the number of staff and the Manchester pilot? The Dean said it was difficult in finding the right academic lead which would allow time for staff development and enable him to both plan and do the strategy, currently his role was operational.

The committee asked if there was anyone in the pipeline and the Dean said no albeit they were using specific recruitment sites looking for experience of running teams and co-ordinating teaching background to ensure credibility. Unfortunately, it appeared that the talent pool is not there. The Issue was trying to find people who have both industry and teaching experience. Consideration was being given to using people with a Masters background and take then through the basics of teaching like classroom assistants.

The committee further asked if there was a requirement for this lead person to teach computer science and it was confirmed that this is not necessarily the case. The CEO explained that there needed to be someone of similar Vice Principal level and in HE this was difficult. The core issue was getting the right quality of staff and therefore they need to develop a pipeline from the current staff. The committee agreed that this was essential and continual professional development was crucial to this. The Dean reiterated that the skill set coupled with industry and teaching experience made this very difficult to acquire which was why so many lecturers are freelance. Asked would this make a difference with the introduction of IR35 whereby freelancing maybe less attractive, the Dean said this was as yet unknown.

Acting chair summarised and raise the following comments on the format and content:

1. The SAR to have less description and an executive summary commentary covering key strengths and areas for improvement thereby reducing the overlaps.
2. Ada Approach to be put into an appendix and not in the main report.
3. Not enough explanation about the staffing issue – what is the college's action plan?
4. Students – there were great news stories and student progressions and these need to be put at the front of the document including surveys as an action point. Principal/CEO to do and this would also be good for the board to see.
5. Measurement against national achievement rates – good to see in sixth form – especially when above the national average. This again means telling the story more crisply.
6. Use of numbers and percentages – keep to percentages and maintain consistency.
7. Data needs to be looked at but not loads of it. Look at the use of dashboards – to show key headlines RAG rating syncing with information graphics and the use of “top down thinking” what are you recommending, why and how.

Committee asked if there was any help that they could provide and also requested an update on staff morale. The CEO said that the college was not losing staff, but the challenge was in apprenticeships and the use of a full-time team which the Dean agreed with. The Principal endorsed this saying that currently morale was positive, but that staff progression is key.

It was agreed that although the content of the SAR as presented would be approved by the committee, the action points identified above needed to be addressed and incorporated into the document before it was sent off in January 2020. Therefore, the Chair asked the Clerk to provide a brief summary on the action points mentioned as a cover to the SAR to be sent out

	<p>with the board papers so that the document could be approved by the board 11 December 19 as there was no further board meeting until March.</p> <p>Mark Smith left meeting 10.25 Tina Gotschi joined the meeting</p> <p><b>Resolve that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>The draft self-assessment report was received by the committee</b></li> <li>(ii) <b>The Clerk to write a brief summary of the actions points which are to be addressed within the SAR, this is then to be sent to the board with board papers.</b></li> <li>(iii) <b>the SAR was recommended by the committee for approval by the board with these action points addressed.</b></li> </ul>	
1.6	<p><b>Continuous Improvement Plan 2019-2020 (CIP)</b> Principal explained how the CIP worked in that it was a living document and was constantly being reviewed and amended throughout the year.</p> <p><b>Sixth Form</b> – the current CIP identified the strengths and areas for improvements, which were beyond the norms expected. The committee did question why the strengths were in the document as this was supposed to be a tool to help identify those subject areas requiring improvement/intervention. In addition, the use of RAG rating was discussed as this would immediately identify those subjects on track and those requiring more detailed intervention. The Principal said he would look at this.</p> <p><b>Apprenticeship</b> – the Dean said that it was more difficult to use this tool for apprenticeships as the assessments were ongoing but raised the issue of punctuality and attendance. The last cohort's attendance was very good, and punctuality had been reinforced, however cohorts 3 and 4 had not adhered to this and the college was working closely with employers to create an intervention. When asked why this had happened the Dean explained that many students prioritise work in the work place before their academic training especially if an employer is not closely monitoring them.</p> <p>The Chair summarised by saying that it might be better for the CIP to just detail the key interventions and that this has to be evidence based, this would then ensure that the college had identified core issues and was addressing them. In addition, as the SAR details the strengths, these should be highlighted in the executive summary at the beginning of the SAR. In doing this the college would be able to track across the two documents using a RAG rating which would be useful. The Principal agreed and would look into this.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>The Curriculum Improvement Plan 2019-2020 (CIP) was received by the committee</b></li> <li>(ii) <b>The Principal to investigate the use of RAG rating in the CIP</b></li> <li>(iii) <b>The CIP to contain more evidence-based information regarding the interventions</b></li> </ul>	
1.3	<p><b>Education KPIs with commentary</b> Further to the previous two items and the discussions therein the Chair and committee felt that it would be better to align the KPIs with the CIP and bring them together into one document. This would result in the streamlining of many source documents meaning less duplication of processes and ensuring that high quality data is presented. The committee also asked that comparisons with national averages be included in this document as a benchmark for the college. The recommendation from the committee was for this to be amalgamated and the Principal said he would speak to the CEO regarding this.</p> <p><b>Resolved that</b></p> <ul style="list-style-type: none"> <li>(i) <b>the Education KPIs with commentary report was received by the committee</b></li> <li>(ii) <b>Principal to speak to CEO regarding the alignment/amalgamation of the Educational KPIs with the Continuous Intervention Plan</b></li> </ul>	
1.1	<p><b>Minutes of Previous meeting</b> The committee approved the minutes of the meeting held on 26 June 2019 as an accurate record and the Acting Chair agreed to sign in the absence of the Chair</p> <p><b>Resolved that: the minutes were an accurate record of the meeting 26 June 2019 and these were to be signed by the Acting Chair.</b></p>	

1.2	<p><b>Matters Arising not covered by the agenda</b></p> <p>All matters arising from the previous meeting had been actioned.</p>	
1.4	<p><b>Safeguarding and Prevent Report</b></p> <p>The Principal first reassured the committee that the college staff were fully compliant with all safeguarding and prevent training requirements and that currently all safeguarding concerns were being addressed. The report referenced a high number of concerns that were logged which in the main were linked to mental health, panic/anxiety attacks and wellbeing. The committee was concerned about the number logged but the Principal explained that one concern could account for numerous logs so was not a true reflection of the number of students with issues. The committee asked for reassurance that process was being adhered to and Principal confirmed that this was the case.</p> <p>Committee asked about the three separate incidents involving Ada students around the Tottenham Hale retail park and transport hub and whether the Ada students had been targeted. The Principal reassured the committee that this was not the case and that unfortunately it has happened to other schools in the area which was why the college had adjusted the timetable to reduce the likelihood of such incidents happening in the future.</p> <p>The Principal advised the committee that the requirements to support the Educational Health Care Plans (EHCP) will go up and that the need for counselling has also increased. This latter initiative had been introduced in the spring term 2018-19 and was currently oversubscribed. The committee thanked the Principal for the report</p> <p><b>Resolved that the Safeguarding and Prevent Report was received by the committee.</b></p>	
1.7	<p><b>Review and approval of:</b></p> <p>The Principal presented three documents for review:</p> <ul style="list-style-type: none"> <li>(a) Teaching and Learning - Apprentices – the Chair asked that the acronyms be explained as this can be confusing.</li> <li>(b) Teaching and Learning – Sixth Form – the Principal explained that this document was more akin to a handbook and included an emphasis on knowledge development. It did not cover assessment in detail and the committee felt that there should be an addendum to detail the Ofsted requirements. The Chair mentioned that the Education and Training Foundation had some useful reference information on staffing and development and that this document would benefit with this additional information. The Principal said that he would look into this.</li> <li>(c) Safeguarding Policy – the committee asked if there had been external validation of this policy and the Principal assured the members that this had been done. The policy was approved by the committee.</li> </ul> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>The Teaching and Learning documents for Sixth Form and Apprentices were received by the committee</b></li> <li>(ii) <b>The Teaching and Learning documents for Sixth Form and Apprentices to be further reviewed by the ELT</b></li> <li>(iii) <b>The safeguarding policy was received and approved by the committee and recommended for approval by the board.</b></li> </ul>	
1.8	<p><b>Learner Representation Groups feedback/minutes</b></p> <ul style="list-style-type: none"> <li>a) Apprenticeships</li> <li>b) Sixth Form</li> </ul> <p>These feedbacks were noted by the committee who asked that in future such documents be provided with executive summaries and that the student feedback survey be included for the next meeting. The Principal agreed to arrange this.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>Learner Representation Groups feedback/minutes for both sixth form and apprenticeships were received by the committee</b></li> <li>(ii) <b>Principal/Dean to provide executive summaries to be provided for each group feedback and a student survey feedback for next meeting.</b></li> </ul>	
1.9	<p><b>Memorandum of Understanding (MOU) – Ada and Caterham School</b></p> <p>The committee asked why there was a need to generate a MOU and the Principal explained that this was a two-way process and the college would obtain quality assurance for their A level provision and a comparison for academic performance. In addition, the college would be</p>	

	<p>entitled to charity rates when it holds any residential courses there. The committee asked for some examples of the quid pro quo and the Principal said he would provide an update at the summer committee meeting. The committee approved the MOU.</p> <p><b>Resolved that:</b></p> <ul style="list-style-type: none"> <li>(i) <b>The MOU between Ada and Caterham School was received and approved by the committee</b></li> <li>(ii) <b>The Principal to provide an update on the partnership at the summer committee meeting</b></li> </ul> <p><b>Salman Momen left the meeting at 11.30</b></p>	
	<p><b>Tina Gotschi Presentation for National Professional Qualification for Headship (NPQH)</b></p> <p>Ms Gotschi explained that this presentation was part of her task to lead a change programme at whole-school level, lasting at least 2 terms, to improve pupil progress and attainment and that the end goal was to improve student outcomes by focussing on improving the quality of teach and learning and assessment (TLA). The presentation covered:</p> <ul style="list-style-type: none"> <li>1. vision and mission of the college,</li> <li>2. SWOT analysis for 2019,</li> <li>3. September 2019 outcome baseline (this slide the committee found visually very informative)</li> <li>4. KPIs for outcomes and teaching and learning</li> <li>5. Structural changes to support TLA</li> <li>6. Quality assurance, support and measurement of TLA at the college</li> <li>7. The cycle of processes to be reviewed</li> <li>8. Risks and the management strategy to mitigate these.</li> </ul> <p>Ultimately the challenge was to streamline the numerous processes to ensure high quality data is produced, evidence is recorded and can be used with impact.</p> <p>The Chair thanked TG for a very informative presentation which had tied in well with the SAR and asked that this be sent to the committee for feedback which would be presentation.</p> <p><b>Resolved that</b></p> <ul style="list-style-type: none"> <li>(i) <b>the Presentation from Ms Gotschi was received by the committee</b></li> <li>(ii) <b>Clerk to send this presentation to all committee members for information and for the members to provide feedback to Ms Gotschi where possible</b></li> </ul>	
1.10	<p><b>Any Other business</b></p> <p>The Principal raised the issue of link governors for curriculum areas and also for safeguarding. It appeared the safeguarding governor role had been previously discussed and the board had been advised at the time that there was no requirement for the college to have one. The Clerk advised the committee that this was not the case and that this would be confirmed with the Chair of the Board. The Chair stated that any link governors were to be strategic and not operational and the Principal agreed.</p> <p><b>Resolved that the Clerk to speak to the Chair of the Board regarding the appointment of a safeguarding governor.</b></p> <p>There was further other business to discuss.</p>	
1.11	<p><b>Items to be taken forward to next Board Meeting</b></p> <ul style="list-style-type: none"> <li>1. SAR</li> <li>2. Safeguarding Policy</li> </ul>	Clerk
1.12	<p><b>Date of Next meeting</b></p> <ul style="list-style-type: none"> <li>1. TBA for end of February 2020</li> </ul>	
	<p><b>Close of Meeting</b> Meeting closed at 11.35</p>	
	<p>MINUTES of the meeting held on <b>Thursday 5 December 2019</b> were agreed and accepted as a true and accurate record and signed by the Chair</p> <p>..... on .....</p>	

--	--	--