

Minutes of: QUALITY & STANDARDS COMMITTEE

Date: 25th September 2024

Time: 5:30pm

Place: via Microsoft Teams

Present: Mr S Bray
Mr P Cook MBE (Principal)
Ms N Paterson
Mr C Todd (Committee Chair)
Ms N Williams

In attendance: Ms C Hayes (Interim Vice Principal Safeguarding & Pastoral Care)
Ms R Herbert (Deputy Principal)
Mrs N McEnery (Head of Employment Services)
Ms J Standfield (Head of Care)
Mrs K Smith (Director of Quality)

Mrs Y Doherty (Director of Governance)

The Chair welcomed Ms Hayes, Ms Standfield and Mrs Smith to the meeting.
He noted the absence of Ms Ferguson, and that the Committee was looking forward to welcoming her back.

24/01 Apologies:
Apologies for absence were received from Ms L Miervaldis (after the meeting).

24/02 Declarations of Interest
There were no declarations of interest.

FOR DECISION

24/03 Minutes of the meetings held on 12th June 2024
The minutes of the previous meeting (circulated, document Sept 24/1) held on 12th June 2024 were considered.

It was **RESOLVED THAT** the minutes of the meeting held on 12th June 2024 be approved.

24/04 Actions and Matters Arising (circulated document Sept 24/2)
23/46 Learner Leadership
46.1 LOOP 2022/23 Implementation Plan
Team Teach – how is the new team going to monitor impact?
It was agreed that the Vice Principal Safeguarding and Pastoral Care provide an update report to the next meeting on how to improve qualitative and quantitative reporting on Team Teach.

Response:
An update report on Team Teach was provided.

COMPLETE

46.2 LOOP 2023/24 Report

It was queried how feedback from the report was communicated to learners.

It was confirmed that it was not usual practice to provide the complete report to learners. Historically, 'You Said / We Did' communications had been used. It was advocated that this needed to be improved upon, including consideration of electronic updates.

It was agreed that the Vice Principal Safeguarding and Pastoral Care and her team consider this and provide an update report to the next meeting.

Response:

Proposed developments of You Said/We Did included in LOOP report (agenda item 8). COMPLETE

46.3 Learner Leadership Activities Summer Term 2023/24

It was a very positive report. It was agreed that the Vice Principal Safeguarding and Pastoral Care provide an update on the activities/ groups to the next meeting.

Response:

An update of activities and the landscape for Learner Leadership is included in the Loop Report (agenda item 8) COMPLETE

23/47 Policies / Strategies**47.2.2 Quality Cycle 2024/25**

Quality Cycle – as per the last meeting and the agreed reporting to the Committee on the residential provision, should this be included in the cycle?

It was reported that there was a separate quality cycle for the residential provision, but consideration would be given to whether key points could be included. This would be reported back to the Committee.

Response:

It was agreed that key points from the residential Quality Cycle will be included in the overarching Quality Cycle for the College COMPLETE

There were no other matters arising.

FOR INFORMATION**24/05 Hereward Training**

The Head of Employment Services presented an update report on Hereward Training circulated, document Sept 24/3).

Detail was provided on the current position, focussing performance data for the contract year and year to date data from 2022/23

- Distance Learning
 - Overall achievement rates for 2023/24
 - Enrolments to date 2024/25
- Progress against ASF (Adult Skills Fund) delivery and marketing plan

Distance Learning

SUMMARY	2018 -19	2019 -20	2020 –21	2021-22	2022-23	2023-24	2024-25
Enrolments	544	362	337	591	685	300	N/A
Overall Achievement	87%	95%	97%	93%	94%	87%	N/A

Enrolments by Funding Source – R01 data currently includes just continuing learners, R02 (due October 7th) will contain new starts and continuing learners combined. However, since August 2024 the College has 158 new learners processed and on programme, but yet to be added to the ILR

Performance against allocation achieved up until July 2024 was confirmed:

ESFA	71% of allocation
ESFA - Free courses for jobs offer (Level 3)	71% of allocation
WMCA	133% of allocation
WMCA - Free courses for jobs offer (Level 3)	34% of allocation

Discussion points included:

It was acknowledged that the College had taken action to recover the position with the results indicating that some had work and others not.

It was confirmed that the achieved outcomes were better than had been expected and that there had been a positive start to the year with 158 learners waiting to be put on programme.

The use of the 'Into Employment' funding methodology was noted to offer new provision of a four-week duration in partnership with Premier Inn targeting ex Hereward interns. Detail on the initiative was requested.

It was reported that would consist of a four-week training programme on site with the Whitbread Academy after which the intern would be interview by Premier Inn and if successful would move into employment with three weeks support from a Job Coach.

It was commented that 'post-graduation' support was an exciting initiative but queried why this would make a difference.

It was reported that although the previous interns may have been placed with other employers, this provision provided intensive training (utilising WMCA funding) and supported transition.

The number of learners that would be involved was questioned.

It was confirmed that it was anticipated that this would be begin with small groups of 4 – 6 learners. It was commented that it was about transferrable skills with an example of where it had been successful for one learner provided.

The reference in the 2024/25 Marketing plan of the development of an ASF strategy, as referenced in the QuIP was raised. The timeline for this strategy was queried.

It was reported that that although work on drafting this had been completed over the summer it remained incomplete. It was anticipated that it would be presented to the SLT before the end of this half term.

It was questioned if it would include engagement with employers / parents.

It was confirmed that it encapsulated everything around adult provision.

It was **RESOLVED THAT** the update report on Hereward Training be noted and received.

24/06 Careers and Employability Strategy Implementation Plan

The Head of Employment Services provided an update against the Careers and Employability Implementation Plan (circulated, document Sept 24/5).

The report provided a summary of the activity for 2023/24.

Points highlighted included:

- 33 learners into internships, looking to increase
- Positive feedback from employers / interns / parents
- Consideration of direct entry for Sept 2025, social media campaigns and a breakfast event scheduled for Nov 24
- 44% in paid / voluntary employment
- 4 interns with Premier Inn led to paid employment
- Intern from Evtech now employed at Prism

Discussion points/comments included:

The report was very positive and this with the maintenance of figures supported that the actions worked.

It was noted that the autumn term was important in terms of the actions associated with direct entry as LA would be completing the annual reviews.

It was reported that there was a major event planned this term in Birmingham. The event will be attended by 30 employers and included sponsorship from a variety of sources including the law firm Shoosmiths. Many of the employers were high profile across the region and there were two of particular interest (a major hotel chain and an engineering company).

The Chair expressed thanks for the report but noted that there were some gaps in the report on 'impact'. It was suggested that there were lots of successes and that management could reflect on this and include in a further iteration of the report.

It was **RESOLVED THAT** the update on the Careers and Employability Implementation Plan be noted and received.

24/07 Deep Dive: ILS

The Head of Care presented a PowerPoint presentation ILS (circulated, document Sept 24/5).

The Chair suggested that in line with previous discussions and the agreement that the format of the deep dive should be partly consultative, whilst providing assurance to governors and support to the College, that the presentation pause at the relevant point to allow for this to happen.

This presentation provided detail on:

- the management team
- an overview of each pathway
- growth in learner numbers by pathway
- the process for observations of ILS staff
- observation data
- audit cycle and service improvement plan
- staff training and development
- MDT support
- Team Teach support and intervention
- Student, Parent and Staff Voice
- ILS wellbeing

○ ***Where do we want to be – recruitment and retention strategy***

Goal: Reduce agency staff use and improve ILS staff recruitment and retention

- August Recruitment Drive:
40 candidates attended; 16 offered temp-to-perm positions.
- Next Steps:
Planning another recruitment drive in November to expand outreach.
- Ongoing Efforts:
Refreshed job advert for transparency.
Extensive training program developed to support staff and student progress.

It was commented that that it was considered that the College did well with ILS recruitment as this was a persistent problem.

It was noted that the August recruitment drive had delivered a positive result – it was questioned what had worked well and if there was anything that could be capitalised on.

It was suggested that the opportunity to visit the college had been positive for those attending as this has provided a sense of what the college was about, what needed to be achieved and afforded the opportunity for questions.

It was noted that there were no learners in College in August, and it was questioned if this could be addressed.

It was confirmed that this was the aim but was not possible during the summer break. It was acknowledged that it was important to recognise what learners wanted.

The involvement of current staff was questioned.

It was reported that this had been the Deputy ILS Managers.

It was reported that a meeting had taken place with the main agency which had agreed a cycle of recruitment days and the intention to continue to recruit on a 'temp to perm' basis.

The timing of these events was queried, particularly with regard to attracting candidates that were already within an education setting. It was advocated that this might attract more interest at the end of term.

It was also queried if there was a need to better publicise the benefits of working at Hereward.

It was confirmed that the benefits were part of the advertisement, but consideration would be given to whether this could be given a greater emphasis.

These points were concurred with, especially providing opportunities for candidates to meet with learners and staff.

The comments made were acknowledged. It was reported that there would be a need to review the marketing capacity currently available whilst recognising there may be an enhanced need to redirect resource to staffing.

It was agreed that an assessment of current capacity and requirements would be completed by the senior team.

[ACTION]

SLT

○ ***Where do we want to be – staff development initiatives***

- Leadership Training:
All Deputy Managers to complete L3 Leadership & Management in autumn term
- Progression:
More ILS staff to complete L3 Teaching Assistant qualification, enabling career growth.
- Mandatory Training:
Temp to perm staff to complete Safe Handling of Medication and Moving & Handling
- New training programme
Informed by classroom observations, 1:1s, and appraisals

It was suggested that these initiatives could also incorporate a skills gap analysis to aid the exploitation of existing skills, fill identified gaps and support staff buy-in.

It was advocated that in terms of recruitment and retention staff should feel invested in and this needed to be communicated.

It was queried if new staff were provided with a guide to the Hereward Approach and what is expected of ILS.

It was reported that the Head of Care and Director of Quality had worked with the consultant SEN specialist / inspector on developing a 'Hereward Approach to ILS', and there would be a smaller guide for ILS working in the LRC.

○ ***Where do we want to be – progression***

Objective: Explore the potential for specialist ILS roles in key areas:

- Behaviour, Sensory, Dyslexia, ASD, EAD, Communication

Goal: Investigate opportunities for ILS staff to progress while remaining in classroom support

- Key focus areas:
Potential for enhanced collaboration with Mentors, Occupational Therapists, Curriculum Managers, and Safeguarding.
Opportunities for additional training and research involvement
- Current Status:
Gathering input and assessing feasibility
Seeking feedback to align with learner support and staff development objectives.

It was commented that this was a good approach with members having experience of where it had worked. It was suggested that it would be worth giving consideration to access free / low-cost training and attendance at events such as the Autism Show.

It was also agreed that peer-to peer support and the introductions of 'champions' within an area was important.

It was suggested that these initiatives be explored / investigated and where appropriate action been taken quickly.

It was confirmed that there was support for the ideas but that there was a need for costings and for the positions / roles to be relevant, affordable and sustainable. This would take time.

It was further suggested that in terms of a role specialist – could this be in the form of a 'lead' rather than a paid role – with this being where individuals had a natural interest. It queried if a trial could be run on this basis. It was agreed that there were often natural leads.

It was agreed that this would be considered as part of the exploration of two models:

- progression and promotion
- champions in a particular area

It was agreed that the suggestions raised would be considered, with the Committee counselled with regard to historical issues regarding ILS.

It was **RESOLVED THAT** the deep dive on the ILS be noted and received.

23/08 Residential Provision Report

The Interim Vice Principal Safeguarding & Pastoral Care presented a report on the Residential Provision (circulated, document Sept 24/6).

Attention was brought to the pertinent points from the report:

- successful open day in August with recruits currently going through the processes to join the college
- a further open day was scheduled for October – an update would be provided
- residential learner numbers for 24.25 were 12 (an increase of 1 from 23.24)
- main priorities / focus as reported
- provider visits and scheduled mock inspection
- extra-curricular activities and trips
- parental engagement
- facility improvements – introduction of monthly meeting with the estates team
- accidents
- staff training

Discussion points included:

Did the consultant undertaking mock inspections use the quality standards?

This was confirmed.

Was the accident that led to a fracture reported as a statutory notification?

This was confirmed.

Training – where this was provided externally and could not be sourced in a timely manner were there any risks associated with this?

It was reported that this had been discussed with the external consultant. In relation to the Oliver McGowan training, this was a national problem particularly Part 2. It had been suggested that the position should be covered by narrative / evidence.

It was advocated that it was important to know what was actually happening in the interim and staff understanding.

It was agreed that this would be considered, and a further update provided to the Committee.

[ACTION] CH

The potential for in house training – trainer to trainer was raised.

It was agreed that this would be investigated to support the avoidance a similar future position.

[ACTION] CH

It was **RESOLVED THAT** the report on the Residential Provision be noted and received.

23/09 LOOP 2023.24 Action / Implementation Plan & Learner Leadership 2024.25

The Interim Vice Principal Safeguarding & Pastoral Care presented a report on the LOOP 2023.24 Action / Implementation Plan & Learner Leadership 2024.25 (circulated, document Sept 24/7).

LOOP 2023.24 Action / Implementation Plan

Detail was provided on the key themes and outcomes of the survey.

It was reported that the college would use the “You Said, We Did” framework to clearly communicate how student feedback drives change, with detail provided.

It was emphasised that the intent was to ensure that the “You Said, We Did” activity was accessible and inclusive for all learners.

It was intended that this would include ‘localised communication’ giving curriculum areas ownership. This would also involve sharing feedback via screen savers across college laptops, at staff meetings and to the Student Council and Student Executive.

The format of the implementation plan was based on the key themes identified in the report.

Learner Leadership 2024.25

The report provided detail on:

- progress so far
- 2024.25 Student Council initiatives
- Peer Support Team (PST)
- key calendar events
- suggested clubs (from the learners)

It was commented that it was good to see the approach to learner activities ‘in the round’ and the focus on consultation to provide positive outcomes.

It was queried where progress against the implementation plan would be monitored.

It was confirmed that the intention was to do this as an addendum to learner leadership reports.

[ACTION]

CH

It was **RESOLVED THAT** the update report on the LOOP 2023.24 Action / Implementation Plan & Learner Leadership 2024.25 be noted and received.

24/10 Quality Improvement Plan 2023.24

The Deputy Principal presented a report on the Quality Improvement Plan (QuIP) 2023/24 (circulated, document Sept 24/8).

The report was the final update against the 2023/24 plan, with updates highlighted.

It was confirmed that some of the actions would carry forward into the QuIP for 2024/25.

Highlights included:

- 91% of learners had encounters with employers
- 49% paid employment outcomes and 76% combined paid and voluntary outcomes for those who had employment as a recognised destination
- The ESA had confirmed that HTS had been assessed and 'is not seen as Novel, Contentious or repercussive and consequently does not need Department of Education approval'
- The Thrive programme was subject of a national press release on 20.09.24
- Databridge - the Learner Portal had been piloted and been considered successful, this would be rolled out for September 24
- Adult learners - all learners were now supported to extend their knowledge beyond the qualification
- Functional Skills – some improvements
- A trauma informed approach would be fully implemented for 24/25

Discussion points included:

It was noted that 10 new employers had been engaged to deliver work experience placements and supported internships (as per the target), this was a good final update.

Databridge – it was queried what could be done to accelerate the outstanding development work. It was reported that although a lot of work had been completed in relation to setting of targets and the monitoring of progress against these there remained a need to make the targets more accessible to learners through the portal and providing improved ownership.

It was commented that the report was positive in regard to achieving targets and actions for adult learners so this shouldn't be included in the 2024/25 QuIP.

It was **RESOLVED THAT** the update report against the Quality Improvement Plan 2023/24 be noted and received.

24/11 Self-Assessment Report 2023.24 and QuIP 2024.25

The Director of Quality presented the draft Self-Assessment Report 2023/24 and QuIP 2024/25 (circulated, document Sept 24/9).

SAR 2023/24

It was reported that some of the data remained subject to confirmation.

Highlights included:

Page 6

It was anticipated that there would be an increase in the data for average hours per student.

Page 19 Destination data

There had been an increase in paid employment outcomes for 2023/24 from 2022/23 with additional data included to illustrate '*Outcomes for those that have employment as a realistic outcome*'. The data relating to paid employment outcomes was above the national data provided by the Health and Social Care Information Centre.

Page 23 Quality of Education – Areas for Improvement

The College needs to promote and support the Green Skills Agenda, Sustainability and Net Zero in all aspects of curriculum delivery.

Page 38 Achievement Rates – L1 Mathematics

This was 70% and above the national average of 46.8%.

Page 38 Achievement Rates – Entry Level 3 Mathematics

This was 82% and above the national average of 79.9%.

Page 40 Functional Skills L1 English

This was 70% and above the national average of 64.6%.

Page 44 Behaviour & Attitudes

Outstanding.

Page 45 Incident Log

Decrease in reported physical incidents to staff and peer on peer

This was in part attributable to the developments relating to Team Teach, with 118 staff now trained.

Page 52 Personal Development

Improved from Good to Outstanding

Two key areas for improvement but these were not considered to significantly impact the assessed grade.

Page 59 Encounters with Employers / Employees

Increased from 79% to 91%.

Page 60 Direct experience of the Workplace

Increased from 65% to 72%

Page 63 Leadership & Management

Good

Page 67 Retention Rates

97% of all learners were retained on programme, from 94% in 2022/23.

Page 70

A new HR system (Every HR) has been implemented after a successful pilot in the Spring Term 2024. The facility allows line managers to set and monitor objectives related to key themes and allows real time access.

Previous training days had focused on health and wellbeing for staff. Due to the success of these SLT are looking at developing a Wellbeing Month in the Autumn Term with a key focus on Positive Mental Health. Staff Absence was highest during this term in comparison to the other terms. The new HR system will be able to compare historic data to analyse the impact this may have on staff absences during this period.

Discussion points included:

The report was an extraordinary piece of work and did not 'sell the college short'.

It was more evidence based than in previous years, with the evidence considered to be robust.

It was commented that on balance it read well.

It was commented that it was felt that the length of the report was due to the volume of evidence available to support the assessment. There had also been discussion regarding improving the assessed grade for Leadership & Management but that it was necessary to consider this in conjunction with assessment of the Quality of Education, which had supported the given grade.

It was noted that the SAR would be reviewed further once final performance data was confirmed and then resubmitted to the next meeting of the Committee in November 2024 before presentation for the approval of the Corporation.

QuIP 2024/25

It was commented that members should be able to recognise the themes from the SAR e.g.:

- Post graduation support
- Databridge
- Green skills agenda
- Investment in AI and VR

Observations:

Post graduation support – include reference to the Hereward Approach?

Section 1.3.1: gone beyond target?

Section 4.1.1: ASF strategy – once this was complete then several more milestones?

It was **RESOLVED THAT** the draft Self-Assessment 2023/24 and QuIP 2024/25 be noted and received.

24/12 Data Dashboard 2023.24

The Deputy Principal reported on the Data Dashboard 2023/24 (circulated, document Sept 24/10).

It was highlighted this was the final outturn for 2023/24.

Attention was drawn to KPI No 9:

% of staff in support roles observed as appropriate

Previous issues with the calculation of this data were acknowledged and it was suggested that this would be reported on an annual basis in the future (rather than termly).

It was **RESOLVED THAT** the ILTA Data Dashboard 2023/24 be noted and received.

24/13 Complaints Report Academic Year 2023.24

The Deputy Principal reported on the Complaints 2023.24 report (circulated, document Sept 24/11).

The report summarised the key headline data from complaints received by Hereward College during the academic year 2023/24.

The number of complaints received in the academic year 2023/24 totalled 1, a decrease of 2 compared with the previous year.

Comparative data and diversity monitoring data was provided.

It was **RESOLVED THAT** the Annual Complaints Report 2023/24 be noted and received.

FOR DECISION**24/14 Deep Dives**

The Committee considered a report on the Deep Dives into areas of College operation previously presented, and those planned (circulated, document Sept 24/12).

It was noted that it had previously been suggested that the Committee would receive deep dives in to

- ILS September 2024
- SAR November 2024
- Wellbeing (in the widest sense) March 2025
- ASF / Qualifications review June 2025

It was commented that the deep dive presentation on the ILS had been illuminating with the revised format allowing for contribution from Committee members.

It was suggested that the previously suggested areas be reviewed, in light of strategic plan that was currently under development.

It was proposed that the Committee consider deep dives into

- Space / resources / facilities / premises meeting need
- Mental Health – whole college community
- ASF strategy
- Qualifications review and change to Government – allowing for the delay having been positively received.

It was acknowledged that the SAR would be resubmitted to the next meeting but that there would be minimal amends based on what had been considered at this meeting and therefore it would not necessitate a deep dive.

The Chair asked members for their thoughts on the proposals.

It was commented that it would be beneficial to have more detail as to what would be covered in a deep dive of space / resources / facilities / premises to understand what the Committee would want from it.

It was confirmed that there was support for a deep dive into wellbeing.

It was suggested that the approach could be to review the accommodation / resources from the perspective of quality and meeting learner need.

This could include benchmarking against what was considered to be the best available. Recent developments had allowed the Principal and Deputy Principal to visit other providers including facilities and resources.

It was recognised that there was a need to ensure that there was equality across the campus and access to resources.

It was hoped that this would form part of the discussions planned for the Strategy Event. It was advocated that this might fit well should it be necessary to reschedule the date of the Strategy Event to later in the year. It would also allow for this to be considered against teaching and learning.

It was suggested and agreed that the next two deep dive presentations should be

- Space / resources / facilities / premises November 2024
- ASF March 2025

With this to be reviewed further following the Strategy Event.

It was **RESOLVED THAT** the next two deep dive presentations would be:

- Space / resources / facilities / premises
- ASF.

November 2024
March 2025

24/15 Committee Self-Assessment and Terms of Reference

15.1 Committee Self-Assessment 2023.24

The Committee considered the Self-Assessment Report 2023.24 (circulated, document Sept 24/13).

- Committee members had been requested to complete the survey. 5 Governors (83%) responded.
- All were members of the Committee for the whole of the 2023/24 academic year

In considering the responses the survey suggested areas for potential/immediate development were:

- Commercial skills in line with the development of HTS
- Ensuring development of HTS / Whitbread work does not impact on the positive outcomes
- Grow knowledge and maturity of understanding of the residential care provision
- Potential to develop reporting to be more 'targeted'
- Development of the HTS work, whilst continuing to enhance day to day experience on site for students and staff, will be important. Monitoring the impact of this and ensuring continued scrutiny of data / documentation and student / staff feedback

It was agreed that the report was an appropriate review of the position, with no surprises. It was advocated that the report would be of interest to the Search & Governance Committee.

It was **RESOLVED THAT** the Committee Self-Assessment 2023/24 be noted and received.

15.2 Compliance with Terms of Reference 2023.24 and Terms of Reference 2024.25

• *Compliance with the Terms of Reference 2023.24*

The Committee considered compliance with the Terms of Reference 2023.24 (circulated, document Sept 24/14).

As in previous years, in advance of the meeting Committee members had been requested to consider performance against the agreed Terms of Reference (ToR) 2023.24.

One member responded to the assessment and provided comments.

• *Committee Terms of Reference 2024.25*

One member provided suggested amendments to the ToR for 2024.25

In discussion it was agreed that the current Terms of Reference had been complied with and that the suggest amendments for 2024.25 be agreed and presented for Corporation approval.

It was **RESOLVED THAT**

- compliance with the ToR for 2023/24 be noted.
- the Terms of Reference for 2024/25 be agreed and presented for Corporation approval.

24/16 Any Other Business

The Chair asked members to reflect on the meeting and what had been achieved.

It was advocated that the meeting had been well run (and finished on time) and had provided challenge, scrutiny, analysis, and good action points. It was considered that the Committee had a sufficiently broad range of skills and experience to challenge the Executive.

It was confirmed that the revised approach to the Deep Dive presentation had been very helpful.

It was highlighted that the SLT had reviewed the presentation and requested amendments before distribution. It was agreed that that the discussions regarding recruitment had been helpful.

There was no other business for consideration.

The Chair thanked everyone for their attendance and contributions.

24/17

Date of the next meeting

The date of the next meeting was confirmed as Wednesday 13th November 2024.