



MINUTES OF THE MEETING OF THE STRATEGY & PERFORMANCE COMMITTEE

HELD 26 FEBRUARY 2009

Present: Mr H Guntrip (Chair)
Mr P Hannan
Mr P Dubrow
Dr M Noble
Ms E Penny
Mr O Ramsey
Ms M Wakeling

In attendance: Mr Jon Allen - Clerk
Mr M Lumsdon-Taylor - Director of Finance
Mrs L Browne - Vice Principal
Ms A Akrimi - Quality Manager

The meeting started at. 09.30

APOLOGIES & DECLARATION OF INTERESTS

37. Apologies were received from J Bolas. There were no declarations of interest. The meeting was confirmed as being quorate.

MINUTES

38. **RESOLVED** That the minutes of the meeting of the Strategy & Performance Committee held 13 November 2008 be approved as a correct record and signed by the Chair.

SUMMARY ACTION LIST AND ALL MATTERS ARISING

39. The College report '*Summary Action List*' was received (copy attached to the signed minutes). It was noted that all action points from the last meeting are addressed through agenda items. It was also confirmed that the Governors Strategy has been confirmed for Friday 3 April 2009. An update was made available (attached to the Summary Action List) on the plans for the College to host a 'rural conference' in September 2009. It was agreed to receive a progress update on the planned rural conference at the next meeting.
40. It was **RESOLVED** to note the Summary Action List.

LEADERSHIP AND MANAGEMENT OF FUNCTIONAL SKILLS AND ALS

41. The Committee received a brief introduction from the newly appointed Functional Skills and ALS Manager, Pam Davy, who outlined the actions being taken to improve the provision of Key Skills and ALS support for current learners.
42. The Committee received a briefing paper (copy attached to the signed minutes) that further outlined developmental plans for this year and

subsequent years. It was also confirmed that actions being taken to seek improvements in this key college area are outlined in the exceptional Quality Improvement Plan that is an agenda item at the meeting.

43. It was **RESOLVED** to
- (i) To receive a copy of the Skills for Life Strategy when completed; and
 - (ii) To note the report.

E-LEARNING STRATEGY

44. The College report '*E-Learning Strategy*' was received (copy attached to the signed minutes). It was confirmed that the e learning strategy is still to be finalised and consultants are being used to help the College formulate the strategy. In general discussion it was agreed that the consultants should ensure that they seek the views of learners and both student governors offered to make themselves available to meet with the consultants. The anticipated date for completion is May 2009.

45. It was **RESOLVED** to
- (i) To receive a copy of the E Learning Strategy when completed; and
 - (ii) To note the report.

OFSTED DESK TOP MONITORING

46. The Ofsted Annual Desk Monitoring took place on 21 January 2009 and the Committee received a copy of the report issued by Ofsted (Copy attached to the signed minutes). The Committee welcomed confirmation of the current category of the College being Good, Grade 2. The Committee also welcomed confirmation that judgements in the College's self-assessment report were broadly consistent with the sample of evidence examined, and indeed, the commentary, judgements were made on the accuracy and robustness of the College's SAR. The report confirmed that there were no curriculum areas that are a cause for concern. As a result of the judgement outcomes, the report confirmed that the next inspection, expected in the autumn term of this year, should be as currently scheduled.

47. It was **RESOLVED** to note the report from Ofsted and for the Principal, on behalf of the Committee, to congratulate the staff for the excellent results achieved.

QUALITY IMPROVEMENT ACTION PLAN (QIAP)

48. The Committee received the Quality Improvement Action Plan (QIAP). The Report provided the Committee with an update on the actions being taken in addressing the following key issues and areas for development:

- Key Skills
- Additional Learning Support

- Improving Teaching & Learning
- Tutorial Support

49. It was **RESOLVED** to note the report.

LEARNER SUCCESS RATE DATA 2007-08

49. The College report '*Learner Success Data 2006-07*' was received (copy attached to the signed minutes). The report provided an analysis on:

- 2007/08 Retention, Achievement & Success Rate Data against 2006-07
- National Benchmark data (the latest available national data)
- 2003/04 to 2006/07 Retention, Achievement & Success Rate data to show year-on-year comparisons
- 2004/05 to 2006/07 Success Rate Percentiles split into age and Levels

50. The Committee welcomed confirmation of the College's continuing year-on-year improvement Success Rates as highlighted in the following table:

	2007-08	2006-07	Variance
Long:			
All ages	80%	78%	+2%
16-18	82%	80%	+2%
19+	77%	76%	+1%
Short:			
All ages	100%	97%	+3%
16-18	100%	100%	0%
19+	100%	98%	+2%

51. The Committee also received confirmation that the College's performance in Success Rates continues to be above the latest available published national benchmark data as confirmed in the following table:

	2007-08	2006-07 Specialist Benchmark	2006-07 General FE College Benchmark
Long:			
All ages	80%	75%	71%
16-18	82%	79%	72%
19+	77%	71%	70%
Short:			
All ages	100%	89%	86%
16-18	100%	88%	82%
19+	100%	90%	86%

53. It was **RESOLVED** to note the report.

LESSON OBSERVATION & LEARNERS' ATTENDANCE 1ST TERM

54. The College reports '*Lesson Observation & Learners' Attendance 1st Term*' was received (copies attached to the signed minutes). 28 Lessons were observed and graded in the first term. 3 were graded Grade 1, 16 Grade 2, 8 Grade 3 and 1 Grade 4 - unsatisfactory. The target is to undertake 110 observations during the academic year and the Committee will receive a progress update at its next meeting.
55. Full time FE attendance at the Hadlow and Canterbury sites were 85% for term 1 and 81% at Mottingham. The internal target is 85%. It was confirmed that the attendance at Mottingham is currently subject to management review with the issue appearing to be the attendance of specific individuals. It was confirmed that there are 110 students based at the Mottingham site.
56. It was agreed that in the monitoring report on attendance for the second term that is scheduled to be reviewed at the summer term meeting of the Committee, for management to outline outcomes arising from the review and of corrective actions taken to improve attendance at Mottingham.
57. It was **RESOLVED** to note the report.

ANNUAL EQUALITY, DIVERSITY & WIDENING PARTICIPATION REPORT 2007-08

58. The '*Annual Equality, Diversity & Widening Participation Report 2007-08*' was received (copy attached to the signed minutes). The report was presented by Ms L Davis-Holmes.
59. The report provided the Committee with updates on:
- Workforce profile – age, gender, disability and ethnicity
 - Learner profile – Learning Difficulties & Disabilities participation; male & female participation; ethnic participation
 - Student success rates – success rates by Learner Difficulties/Disabilities; Success by Gender; Success by Ethnicity
 - Priorities 2008-09;
 - Equality & Diversity Impact Measures
 - Staff key performance targets
60. The following key points were noted:
- Males and females continue to be well represented at all levels of the College.
 - The College has made progress against ethnic minority targets with 6.5% of the staff being non-white British compared to 6.1% for Kent.
 - The % of 16-18 years olds with identified Learning Difficulties was 50% for 2007-08, compared to 56% for the previous year.

- Of the overall student population only 2.9% are from non-white groups; and increase on the 1.5% recorded for the previous year.
- Success Rates in all groups continues to be good and above national benchmark data.

61. It was **RESOLVED** to note the report and the Committee thanked Ms L Davis-Holmes for the detail provided in the report. It was also confirmed that Equality & Diversity training will be made available at the March Board meeting.

(Ms L Davis-Holmes left the meeting at this point)

IQER

62. The progress update report following the IQER review undertaken by the Higher Education QIA was received (copy attached to the signed minutes). The report outlined the actions being taken to further enhance identified good practice and to address both advisable and desirable recommendations arising from the IQER review.

63. It was **RESOLVED** to note the report.

CURRICULUM STRATEGY 2008-09

64. The College report '*Curriculum Strategy 2008-09*' was received (copy attached to the signed minutes). The report set out the context priority areas behind the planned changes. Updates were made available on the following:

- Core FE provision
- HE provision
- Programmes proposed for 2010 delivery
- Removal of programmes
- 14-19 Developments
- Employer responsiveness

65. It was **RESOLVED** to note the '*Curriculum Strategy 2008-09*'.

DEVELOPING PARTNERSHIPS

66. The termly report '*Developing Partnerships*' was received (copy attached to the signed minutes). The report summarised recent developments on developing partnerships. No new significant partnership updates were being brought to the attention of the Committee.

67. It was **RESOLVED** to note the report.

COLLEGE SELF ASSESSMENT TIMETABLE

68. The College report '*SAR Timetable*' was received (copy attached to the signed minutes). The validation of Annual Course Reviews is scheduled for July and link governors will be invited to participate in the validation

process. Curriculum Managers have been instructed to make direct contact with their link governor to confirm the date and time of the validation meeting. Link governors will also be invited to participate in curriculum and support areas SAR validation days that are scheduled for November. A sub Group of Governors is scheduled to meet on 10 November to review and validate the SAR, with the SAR then being reviewed by the Strategy & Performance Committee in November before Board approval is sought in December 2009.

69. It was **RESOLVED** to note the report.

MONITORING OF COLLEGE PERFORMANCE

70. The College report ‘*Monitoring of College Performance*’ was received (copy attached to the signed minutes). The Board meeting in July 2008 agreed to pilot a new framework for the monitoring of College performance. The S&P Committee approved the measurement and or set target for each proposed performance indicator against which the Committee will make assessments in the two areas of student experience, teaching & learning; and employer engagement. Assessments are to be carried out at each meeting of the Committee through a standing agenda item ‘*Monitoring of College Performance*’ with an overall assessment for each of the two areas being made available to the Board.
71. Once the assessments have been agreed, the Committee, in conjunction with College management, will then agree on the overall assessment (Red for concern/risk, Amber for some concern/some risk/or Green for no risk/no concern) to be made available to the Board for the two areas of student experience, teaching & learning; and employer engagement.
72. It was **RESOLVED** to inform the Board of the following assessments:

Student experience, teaching & learning	No Risk/No Concerns
Employer engagement	No Risk/No Concerns

73. As this was the first report it was agreed to attach to the minutes the completed assessments.

DATE OF NEXT MEETING

74. Thursday 11 June 2009 @09.30

The meeting closed at 11.30

Signed: _____ Date: _____

CURRENT STRATEGY & PERFORMANCE SUMMARY ACTION LIST

MIN REF	DETAILS OF RESOLUTION/ACTION POINT	Who
39	College to host a 'rural conference' in September 2009. It was agreed to receive a progress update on the planned rural conference at the next meeting.	DoF
43 (i)	To receive a copy of the Skills for Life Strategy when completed	VP
44 (i)	To receive a copy of the E-Learning Strategy when completed	VP
56	It was agreed that in the monitoring report on attendance for the second term that is scheduled to be reviewed at the summer term meeting of the Committee, for management to outline outcomes arising from the review and of corrective actions taken to improve attendance at Mottingham.	Principal

Completed assessment for Student Experience, Teaching & Learning

	Performance Indicators/sources of information	Definition/measurement/target	Commentary on College Performance to date	Assessment (Colour coded)
1	Outcomes of Ofsted inspection/AAV visits	Latest assessments from the Inspectorate	a. Ofsted - Graded good in Jan 08.	G
			b. IQER – good practice <u>7</u> statements: <i>Essential: 0</i> <i>Advisable: 1</i> <i>Desirable: 4</i>	G
			c. Care Standards tbc	Tbc in April 2009
2	LSC Assessments	Any 'Notice to Improve' Minimum levels of performance	No MLPs in any provision across all FE	G
3(i)	FE Learner recruitment against targets	Enrolments against targets (08/09) 800	833 Full Time actual (08/09) (note: 15% growth in target numbers FE)	G
3(ii)	HE Learner recruitment against targets	Enrolments against targets (08/09) 589	550 HE student numbers (08/09) (note: still significant growth achieved compared against 07/08))	A
4(i)	Learner Success rates All ages Short	Overall institutional success rate for 2008-09 against set target of 99%	2007-08 validated data: 100%	G
4(ii)	Learner Success rates All ages Long	Overall institutional success rate for 2008-09 against set target of 84%	2007-08 validated data: 81%	A

	Performance Indicators/sources of information	Definition/measurement/target	Commentary on College Performance to date	Assessment (Colour coded)
5	Learner retention	Overall institutional rate against set target 08/09: 88%	In Year retention: 91% (all FE Full time courses)	G
6	Learner attendance	Overall institutional rates against set target 08/09: 85%	Actual: (period 6): 87.94% FE 83.9% HE 85.925% Total (Average)	G
7	Lesson Observation profiles	Summary Grade profiles against set targets 08/09 G1: 8% G2: 67% G3: 24% G4: 1%	Actual: 08/09 G1: 11% (3) G2: 57% (16) G3: 29% (8) G4: 3% (1)	A
8	Student forums/ Student Councils (Learner Voice)	Are there appropriate forums in place to obtain the views from learners?	Yes. Detailed systems in place to maximise the 'Learner Voice' and action issues	G
9	Learner progression to HE	Headline Institution data Target 08/09: 25%	Too early in academic year for statistics	To be confirmed at year end
10	Self Assessment Report (SAR)	(i) On track against agreed timetable for completion; (ii) Grade profiles arising from self-assessment	07/08 Grade profile: Overall Leadership & Management grade: 2 Grade summary attached – appendix 1 08/09 SAR timetable in draft	G
11	Framework for Excellence (Pilot)– Responsiveness Dimension	FfE grade for: Overall Responsiveness Dimension <i>Responsiveness to Learners</i> <i>Learner Views</i> <i>Learner Destinations</i> Responsiveness to Employers <i>Employer satisfaction</i> <i>Employer fees & Volumes</i> <i>New Standard Accreditation</i>	Per pilot (June 2008) Good <i>Satisfactory *</i> <i>Missing *</i> <i>Satisfactory *</i> Outstanding <i>Exempt</i> <i>Exempt</i> <i>Accredited</i> *(Note: Measures in place to deal with LSC data errors on "Learner Views". "Responsiveness to Learners" and "Learner Destinations" in planning. Survey underway for 2008/09)	G
12	Framework for Excellence (Pilot) – Effectiveness Dimension	Overall Effectiveness Dimension <i>Effectiveness – Quality of Outcomes</i>	Outstanding <i>Outstanding</i>	G

	Performance Indicators/sources of information	Definition/measurement/target	Commentary on College Performance to date	Assessment (Colour coded)
		<i>Effectiveness – Quality of Provision</i>	<i>Good</i>	
13	Framework for Excellence (Pilot) – Overall Performance Rating	Overall Performance Rating Grade	Good (Note – challenge to Finance Dimension. Awaiting response. Finance graded Good)	G
14	Quality Improvement Action Plan (QIAP)	Is there in place a robust QIAP with appropriate action planning and reporting of outcomes to the Committee?	Yes	G
15	% Staff qualified or working towards a qualification (teaching staff only)	Present % statistic on all relevant teaching staff (excluding Technical Instructors and Work Based Assessors)	64% qualified 32% working towards qualification 4% either new staff or in process	G

Completed Assessment for Employer Engagement

	Performance Indicators/sources of information	Definition/measurement/target	Commentary on College Performance	Assessment (Colour coded)
1	% of fee income received from employers against set fee income budget	To report on actual fee income received as a % of the fee income target set in the budget (Budget total: £150,000)	£53,390 for external short course fees to Jan 09 (including internal short courses £70,318 (46%))	Amber (on schedule)
2	Number of 'Train to Gain' learners	Annual targets set for on-going review (Global 32 learners)	15 learners recruited (as of Jan 09)	Green (on schedule)
3	Number of Apprenticeships	Annual targets set for : 16- 18: 41 learners 19-24: 41 learners 25+: 2 learners	16- 18: 53 learners 19-24: 46 learners 25+: 2 learners (As of Jan 09 Higher vol of starts than expected in January).	Green
4	Clients (external) engaged on short course portfolio (number)	Annual targets set for client engagement 375(08/09)	180 (as of Jan 09) (385 for year end)	Green
5	Framework for Excellence (Pilot)–	FfE grade for:		Green

	Responsiveness Dimension (Employers)	Responsiveness to Employers Employer satisfaction Employer fees & Volumes Training Quality Standard (TQS) Accreditation	Outstanding TQS Part A & B achieved	
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