















Minutes

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Academic Committee

Minutes

Meeting Time and Date	1000 on 20 June 2023
Meeting Location	Zoom Online
Members	Dr Heather Barrett-Mold OBE (Chair) Dr Sheila Cunningham (Vice Chair, Acting Chair for this meeting)  Lorna Fitzjohn  Sarah Moreland MBE  Stephen Way  Peter Brammall (Principal)  Sarah Seery (Staff Governor)  Rosie Evans (Student Governor) Bradley Hannigan (Student Governor) Casandra Fox (Student Governor) 
Observers	Roger McClure  Rachel Nicol  James Bryan (HR)  Paul Smith (Finance)  Denise Lloyd (Academic) 
Minute Taker	Joanne Coffey (Clerk)
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	Action
1. Apologies 1.1. Apologies were received for Heather Barret-Mold, Rosie Evans and Bradley Hannigan. 1.2. Vice Chair, Sheila Cunningham, had agreed to be Acting Chair for this meeting.	
2. Declaration of Interests 2.1. None.	
3. Minutes 3.1. An incorrect £ sign to be removed from minute 5.22. Resolved to 3.2. Agree the minutes of the Academic Committee meeting held on 7 March 2023 as a correct record and authorise the Chair to approve them.	Clerk (Completed)
4. Matters Arising Rachel Nicol temporarily left the meeting.	

<p>4.1. The College was continuing to express its interest in Barking Riverside but were delaying any firm commitments until the site was reviewed against the new Estates Strategy. It would provide appropriate East London coverage, whilst also connecting with other FE providers, along with the obvious green skills connections.</p> <p>4.2. The College were also in conversations with London Zoo and Gunnersbury Park to acquire more space.</p> <p>4.3. It was clarified that the mini learner satisfaction survey was in-year.</p> <p>4.4. The Student Handbook had now been updated to make the attendance policy more explicit.</p>	
<p>5. Review of Terms of Reference (Decision)</p> <p>5.1. The Committee's Terms of Reference were considered by the Committee.</p> <p>5.2. Governors requested that the Vice Principal added a term to demonstrate that annual performance reports were monitored more regularly than once per year.</p> <p>Rachel Nicol returned to the meeting.</p> <p>Resolved to</p> <p>5.3. Accept the Terms of Reference, revised to include reference to frequent monitoring of performance reports, and recommend them to the Governing Body for their adoption.</p>	<p>Vice Principal (Completed)</p> <p>A: Governing Body (Appendix I)</p>
<p>6. Report of the Vice Principal (Decision)</p> <p><u>Quality</u></p> <p>6.1. The quality of learning was being measured by a two tier Learning Walk process. One is a light-touch learning walk (1.95 average per teacher) with one development/improvement action and the second is a formal Learning Walk with a wider holistic review of the class progress, attendance and student feedback.</p> <p>6.2. Those at high risk were in receipt of supportive action plans.</p> <p>6.3. Two Quality Practitioners (QP) started working as part of the Quality team in April 2023 with a focus on outreach activities supporting teachers to develop and improve their skills and understanding.</p> <p>6.4. The focus has been to initially support teachers at Crystal Palace and Mottingham which was evident by the feedback from the Ofsted inspectors. The posts will be increased from 0.5FTE to full time in September, which will improve impact.</p> <p><u>Attendance</u></p> <p>6.5. Attendance overall was 83% (1.5% up on 2021-22) with 16-18 at 81.7% (1.9% up on 2021-22) and adults at 86.0% (0.9% up on 2021-22). The target for 2023-24 is 90%.</p>	

<p>6.6. Attendance remained a challenge but systems were now in place to monitor attendance more timely from the student's first day of term.</p> <p>6.7. Significant improvement had been seen in English and maths attendance with a 11% improvement on 2021-22 at 74%. This had reduced the gap between vocational attendance and English and Maths attendance to 9% in 2022-23 compared to 14% in 2021-22, which Ofsted had positively noted.</p> <p>6.8. The Attendance Working group continued to meet weekly. They have supported MIS with developing new reports to monitor and analyse attendance reporting.</p> <p>6.9. Governors, Lorna Fitzjohn, Sheila Cunningham and Stephen Way, make up part of the group bringing a wealth of external knowledge to support improvements, which they deemed a successful process.</p> <p>6.10. English and maths attendance strategies had been expanded and a rewards programme is being developed to celebrate attendance improvements. This had been very effective by acknowledging even small progress, to motivate students towards their targets.</p> <p>6.11. Governors queried the strategies that could be adopted for students whose attendance was more challenging. More focus on persistent absentees was part of the strategy, including sympathetic consideration of the students' home environment being factored into personal plans.</p>	
<p><u>Attendance Policy</u></p> <p>6.12. A new Attendance Policy had been approved by the Academic Board meeting on 19 June.</p> <p>6.13. Revisions were accepted, as follows:</p> <ul style="list-style-type: none"> a) As the policy stated that parents/carers should notify the College at least 15 minutes before the class starts, Governors queried how they would know the timings to adhere to this. It was clarified that it was 15 mins before the start of the academic day. The policy to be revised to clarify this. b) To remove the extra bullet point on Page 3, under College staff responsible for a student group. c) To use <i>School</i> rather than <i>Department</i>, consistently throughout the document. 	<p>Vice Principal (Completed)</p>
<p>Resolved to</p> <p>6.14. Accept the revised Attendance Policy and recommend it to the Governing Body for adoption.</p>	<p>B: Governing Body (Appendix II)</p>
<p>Casandra Fox joined the meeting.</p> <p><u>Progress</u></p> <p>6.15. Scrutton Bland conducted an internal audit in April 2023 on student progress and the use of ProMonitor (PM) as a tracking tool. Reassuringly, the initial findings aligned with existing areas</p>	

<p>for improvement already identified and being targeted by the College.</p> <p>6.16. A Quality Improvement Action Group was in place to focus on key areas for improvement identified in the College Self-Assessment Report (SAR). This group meet monthly and robust analysis of priority areas are discussed.</p> <p>6.17. ProMonitor champions will be in place from September 2023, offering competency surgeries to new staff, who are more likely to require guidance.</p> <p><u>Student Voice</u></p> <p>6.18. Due to staff and student feedback, the second student survey had been reviewed and the number of questions significantly reduced from 53 to 12. The impact of this had been improved completion rates of 82% compared to 71.7% in the October Induction survey.</p> <p>6.19. The Quality Team had given more focus to areas of concern, with Crystal Palace being high on the agenda, reflected in them highlighting the need for further intervention to support the student experience. The recent focus group at Crystal Palace produced more positive feedback, which was reflected in the Ofsted report.</p> <p><u>Risk</u></p> <p>6.20. The academic risks were driving the College's requirement to be Good within the next 12 months, which was motivating to staff to work towards Ofsted's next visit.</p> <p><u>Curriculum Planning</u></p> <p>6.21. A new and innovative curriculum strategy was planned for 2024-25 and beyond. This will be used to ensure that the planned curriculum aligns with the local and national skills priorities.</p> <p>6.22. A key focus will be designing an ambitious curriculum designed to give learners, particularly the most disadvantaged the knowledge and skills they need to succeed in life.</p> <p><u>Green Skills Hubs</u></p> <p>6.23. The final quarterly report for the London Green Space Skills Hub, in partnership with Groundworks, had now been submitted. The J2 research company had tracked the College's job outcomes which generated £400 of income per learner who is in a Green job after completing their course at Capel.</p> <p>6.24. Governors felt that this was a very strong outcome that will positively impact the curriculum and strategically push the green agenda. It also linked well to London's green skills gap.</p> <p><u>Ofsted Inspection</u></p> <p>6.25. The College was inspected in May 2023. Inspectors rated the overall effectiveness of the College as 'Requires Improvement'. This was entirely in line with the self-assessment the College had made at the beginning of the academic year.</p>	
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<p>6.26. The draft report had now been received. The Inspectors were clear that:</p> <ul style="list-style-type: none"> a) this was a self-aware College – they found nothing that we were not already aware of / working on b) the College had identified and had been working hard on the right areas c) they can see the progress being made and the direction of travel was positive d) they were clear that the College was now maximising and improving quality and could see the ‘green shoots’ of the approaches being taken. <p>6.27. There were a huge number of positives mentioned by the inspectors throughout the week and in the final feedback session.</p> <p>6.28. The individual judgement areas were:</p> <p>Good for:</p> <ul style="list-style-type: none"> • Adult Learning Programmes • Personal Development <p>Requires Improvement for:</p> <ul style="list-style-type: none"> • Education Programmes for Young People • Provision for Learners with High Needs • Quality of Education • Apprenticeships • Behaviours and Attitudes (including attendance) • Leadership and Management <p>Safeguarding is effective</p> <p>Contribution to meeting skills needs - reasonable</p> <p>6.29. In summary, the College was moving in the right direction. The focus will now be on working together to complete the task over the remainder of this academic year and into the next, ensuring Capel is in a position to have ironed out all of the remaining areas of inconsistency, that will enable the College to be assessed as ‘Good’ when Ofsted next visit in around 12 months’ time.</p> <p>6.30. Ofsted were happy with the College’s approach to the new 2 tier learning walk which had had a positive impact on staff. They also feed into the deep dives highlighted in the Education Inspection Framework (EIF).</p> <p>6.31. Ofsted observed the College’s ‘green shoots’ that were evident from their inspection.</p> <p>6.32. Interventions were having a positive impact on students in the drive to maximise achievement.</p>	
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<p>6.33. A comprehensive staff development package was in development and would be linked to the themes raised by Ofsted, including attendance and tracking of achievement.</p>	
<p>7. Landex Peer Review (Decision)</p> <p>7.1. The annual Landex two-day peer review took place in March 2023. Following the review, Capel Manor College retained its full membership of Landex.</p> <p>7.2. Areas of good practice identified: Good relationships with employers, curriculum intent is articulated well and enhanced by career maps. Effective use of the Multiply project to engage with local schools and the community.</p> <p>7.3. Recommendation: Review the Teaching and Learning Policy, improve the consistent use of ProMonitor in particular the timely follow up of actions. Improve the collection of destination data to illustrate the impact of the learner journey.</p> <p>7.4. Liz Lawrenson (Landex) had agreed to ask Landex to support the College to lobby for funding for the Saddlery qualification.</p> <p>7.5. The College felt that the review could have been more robust and thorough, which was fed back to Landex, although their strategy is to be a critical friend. Governors agreed that they would have preferred more impact.</p> <p>7.6. The findings aligned with the Internal Auditor's reports and Ofsted's feedback.</p> <p>7.7. It was clarified that the adjusted target ratio of 11 referred to class size.</p> <p>Resolved to</p> <p>7.8. Note the Peer Review Report and accept the Action Plan.</p>	
<p>8. Quality Improvement Plan (QIP) May 2023 Update (Decision)</p> <p>8.1. The College's Quality Improvement Plan for 2022-23 was progressing well. Of the 50 individual actions, 1 had been completed, 31 were in progress and on track, 17 were in progress or not due for completion and 1 was behind schedule.</p> <p>8.2. The cross-College improvement plan was built on generic themes from all the different schools which were being streamlined to create SMART'er goals.</p> <p>8.3. A monthly meeting, rather than a previous 3-monthly meeting, was being held with the Quality Team and managers to monitor each student's attendance and progress.</p> <p>8.4. The Vice Principal was confident that the in-progress actions would be completed by the end of the academic year. It was clarified that completed actions were still consistently monitored throughout the year and would move to the Self-Assessment Report (SAR).</p>	

8.5.	Significant progress had now been made with data and effective reporting systems, including pro-active bi-weekly monitoring of retention, attendance and achievement against EDI data.
8.6.	Staff now had a better understanding of what impact means to students, resulting in clear decision making processes about progression and achievement.
Resolved to	
8.7.	Accept the update to the QIP 2022-23.
9. Curriculum Planning 2023-24 (Information)	
9.1.	The annual curriculum planning cycle commenced 5 January 2023 with the Heads of School. A Curriculum Planning guidance document had been produced to ensure transparency and consistency of curriculum planning for 2023-24.
9.2.	The curriculum design has been broken down into weekly and total hours. The Vice Principal was working closely with the Deputy Principal to achieve the utilisation target of 97%.
9.3.	Agreed remission hours (to complete other tasks outside of teaching) had been reduced for all areas, whilst allowing for key remission activities, such as the supportive teacher training.
9.4.	Data had significantly improved, with detailed, regular plans and utilisation and contribution rates per programme, to allow analysis of quality and financial impact throughout the year. More work was needed on this.
9.5.	Guided hours per qualification were now in place which facilitate recruitment decisions. <u>Higher Education</u>
9.6.	One of the curriculum design aims was to increase and strengthen Higher Education (HE).
9.7.	The College held a careers fair in June, with the Royal Veterinary College (RVC) promoting its HE links with Capel. It was well attended by the College's animal management students.
9.8.	Alongside the College's current HE partnerships, the College was exploring other potential new partners to ensure that they are the right strategic fit for its students in order to create further, effective career pathways. Sheila Cunningham kindly offered her HE experience to facilitate those conversations.
9.9.	Governors felt that Capel were much stronger in getting students ready for work compared to many universities. It was key for the College to more strongly showcase their HE offer.
9.10.	It was also noted how highly respected the College's partner, the Royal Agriculture University (RAU), was in industry, with the current degree programme providing an excellent progression pathway. It was also important to research how its links with Capel were being presented to the public.

<p><u>Green Skills</u></p> <p>9.11. Governors felt that the inclusion of the College in the <u>Accelerating Green Skills in Local London Through Effective Industry Engagement summary report</u> (no web option: Decision Time users, open link, click on Resources/Presentations to view), produced by Crystal Associates and Local London, did not fully highlight Capel's skills.</p> <p>9.12. As Local London's mission was to form a Centre of Excellence, it was important to ensure that this aligned with the College's own mission. This could be built into the curriculum, particularly as Capel already demonstrated some areas of excellence.</p> <p>9.13. Although the green skills focus of the report was heavily biased towards green construction, it still provided an important platform for the College.</p> <p>9.14. The College had previously designed an Urban Green Skills degree but the full time delivery had not been effective. Hence, more work was needed to consider other delivery models.</p>	
<p>10. Student Disciplinary Report (Information)</p> <p>10.1. There were 22 resolved Gross Misconduct Disciplinary Hearings for the year so far compared to 10 incidents in the same time last academic year.</p> <p>10.2. It was noted that Capel's disciplinary numbers were low compared to other colleges and students had stated in the surveys that they felt that the environment was safe.</p> <p>10.3. When more students are involved in one incident it can negatively skew the numbers, where it is logged on an individual student basis.</p> <p>10.4. As physical violence had increased post-Covid, Governors queried the reasoning. Now that students were in-person at College they could have become more self-confident to retaliate. It could also be a manifestation of post-pandemic anxiety. There may also be some school rivalry that had carried over, although there were no repeat offenders.</p> <p>10.5. The College will continue to monitor the trend and assured Governors that they did communicate with students to recognise the consequences of their actions, in terms of drug and alcohol abuse and potential criminal records.</p> <p>10.6. To retain context, it was highlighted that good student behaviour had been reported by Ofsted.</p>	
<p>11. Student Complaints Report (Information)</p> <p>11.1. There had been 5 resolved complaints and no pending complaints.</p> <p>11.2. The Committee considered a complaint from a student with Asperger's, to ensure that suitable alterations for access issues would be put in place for future students with similar needs.</p>	

<p>11.3. The need for the College to dedicate separate exam rooms to individual students with specific needs has significantly increased.</p> <p>11.4. As some students are used to digital clocks, to the extent that analogue clocks in the exam room were difficult to read, the College were working to improve that.</p>	
<p>12. AOB – Student Recruitment 2023-24</p> <p>12.1. The Committee were updated on recruitment for 2023-24.</p> <p>12.2. Although student recruitment was currently 22% below the previous year for new 16-18 applications, the College were confident that they would meet the targets.</p> <p>12.3. All current students had now identified on progression choices, which was a huge achievement. Improvement on last year where no students had decided.</p> <p>12.4. The Marketing Team were working on strategies to maximise recruitment, assisted now by robust data and procedures to follow up on no-show interviewees.</p> <p>12.5. An Open Day was planned for 24 June, with a 54% increase in interest in attendance compared to the previous year.</p> <p>12.6. Some positive, enthusiastic student ambassadors would be in attendance to support the day, to chat with the attendees about the benefits of studying at Capel.</p> <p>12.7. The conversion rate would be tracked in September.</p> <p>12.8. Governors suggested using micro credentials, perhaps in the form of a certificate, to engage more new students into feeling part of Capel before they enrol.</p>	<p>Vice Principal / Marketing</p>
<p>13. Date of next meeting</p> <p>13.1. The next Academic Committee meeting will take place on Monday 20 November, 2023 at 1000.</p>	
<p>14. Presentation by Louise Quigley, Head of Floristry and Event Styling</p> <p>14.1. Louise Quickly gave an in-depth presentation on floristry, balloon artistry and events. This included the curriculum, achievement, T-Levels, career pathways and work and function opportunities for students.</p> <p>14.2. Louise and her team were congratulated on the achievements and evidence of good practice within her school, particularly how they have evolved to keep up with current trends.</p>	

APPROVED MINUTES			
CHAIR:	Heather Barrett-Mold / Sheila Cunningham	DATE:	20 November 2023
APPROVAL:	Remote confirmation: Approved. Or signed:		