D

CURRICULUM AND QUALITY COMMITTEE REPORT

Subject: Strategy to improve Performance Indicators	**Purpose:** **For Approval** ☐ **For Discussion** ☒ **For Information** ☐
Prepared by: H Anderson	**Date:** 15 May 2017

Purpose:

To provide information on the strategies being implemented to address the decline in performance indicators.

Linked to Strategic Goal 2: Deliver successful outcomes for all our learners.

Executive Summary:

There are a number of strategies being implemented throughout the learner journey of our students which have been devised to improve the retention and achievement of our students.

These include new summer school provision, a change to pastoral support and the performance review system. There will also be more detailed analysis of student attendance with targeted student support for those not attending college.

Recommendation:

Previous Committee Approvals:

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

STRATEGY TO IMPROVE PERFORMANCE INDICATORS

The Performance Indicators relating to Learner Success have declined for almost all modes of delivery over the previous 3 years.

	LEARNER SUCCESS			
	FEFT	HEFT	FEPT	HEPT
2013/14	73.7	75.6	82.1	76.4
2014/15	69.2	75.1	80.7	79.2
2015/16	66.6	76.5	79.2	73.7

The following Strategies are being implemented to address this decline and to support the learner journey to ensure success for our students:

TRANSITIONS

1. Full implementation for Academic year 2017-18 of the new Learning Support Service created at the start of Academic Year 2016-17. This Academic Year has involved a transition process to a new system of support and recruitment of the full team was completed in February 2017.
2. Creation of a new Transition Course in June for students progressing from Schools Academy to a full time programme. This course is based on the John Muir Explorer Award and has been designed as a 3 week programme targeted at pupils who would benefit from spending time preparing for college.
3. A series of Summer School classes are being planned with a particular focus on developing study skills, learning to learn and preparation for those with ESOL needs.
4. A system of identifying those students most likely to withdraw from college is being developed and will enable resources to be targeted at those identified as “At Risk” of withdrawing based on their enrolment profile and their ongoing performance and attendance at college.

ONCOURSE

5. The reports to monitor attendance have been improved and a new Student Attendance Policy and Procedure is being developed.
6. The Pastoral Support System is being revised. It is proposed that new roles of Achievement Coach and Programme Tutors will be introduced to replace the current Course Tutor system for Academic Year 2017-18. This will involve weekly monitoring of attendance with “non-attenders” being identified immediately who will be contacted by the Achievement Coaches.
7. The Bursary Payment System has been changed at Easter from a monthly payment system to fortnightly in line with the EMA system. Non-attenders will now only lose one week bursary payment instead of one month when they don’t achieve 100% attendance.
8. There will be forensic tracking of attendance, withdrawal and student progress with Heads of Faculty reporting weekly to the Vice Principal, Curriculum. SMT will also be monitoring progress through regular Snapshots of KPI’s. The purchase of a new IT system called

"Advantage" will provide information onto all desktops reducing the need for separate reports to be created.

9. A formal Performance Review System has been developed and is attached as an appendix.
10. Accountability at both management and staff level for student performance will be strengthen through the use of quantitative individual targets assigned through a revised staff appraisal process.

FURTHER PROGRESSION

11. Increase work with the Third Sector to support those most vulnerable, particularly for progression to further study or employment

APPENDIX

Performance Review

- Performance Review meetings will be held 3 times per year based around our 3 semesters:
  - Meeting 1 Presentation of Self-evaluation and draft Enhancement Plan
  - Meeting 2 Interim review of progress against Enhancement Plan and other targets
  - Meeting 3 Final review with agreed targets for next academic year
- Curriculum (including BDU) and Support Departments need to engage during the preparation week ensuring data and context is accurate before the meeting.
- The Principal and relevant SMT member are on the panel and they lead the discussion with Heads of Faculty or Support manager.
- Curriculum meetings will take approximately 2 hours, Support meetings will take approximately 1 hour 30 minutes.
- Progress against actions within the Enhancement Plan will be agreed and the Action plan updated with deadlines to be distributed to SMT and the faculty team the same day. (Meeting 2 – new actions to be highlighted in Green)
- Performance will be risk rated and reported to Curriculum and Quality Committee.

Curriculum (including BDU) Agenda

Progress against Targets and Quality Indicators within agreed Enhancement Plan – Attendance, Withdrawal, Faculty/BDU targets which contribute to Regional Outcome Agreement Targets, Lesson Observations, Work Experience and Employer Engagement

Progress against Budget – Recruitment – current and future students against target, resource expenditure and commercial income against target

Manager's report opportunities, risks and support needs – Faculty/BDU Risk Register and Support needs

Principal's summary and confirmation of action plan

Support Agenda

Progress against KPI's and other quality indicators within agreed Enhancement Plan

Progress against budget

Manager's report opportunities, risks and support needs – Department Risk Register and Support needs

Principal's summary and confirmation of action plan

STRATEGIES TO IMPROVE PERFORMANCE – PROGRESS MAY 2017

STRATEGY	PROGRESS
Full implementation for Academic year 2017-18 of the new Learning Support Service created at the start of Academic Year 2016-17. This Academic Year has involved a transition process to a new system of support and recruitment of the full team was completed in February 2017.	Staff Team in place since February 2017 and the service has improved.
Creation of a new Transition Course in June for students progressing from Schools Academy to a full time programme. This course is based on the John Muir Explorer Award and has been designed as a 3 week programme targeted at pupils who would benefit from spending time preparing for college.	15 applications for the John Muir Award which will be run on a Tuesday, Wednesday and a Thursday for 3 weeks from 30 May 2017 until 15 June 2017
A series of Summer School classes are being planned with a particular focus on developing study skills, learning to learn and preparation for those with ESOL needs.	Planning meeting being held on Monday 22 May
A system of identifying those students most likely to withdraw from college is being developed and will enable resources to be targeted at those identified as “At Risk” of withdrawing based on their enrolment profile and their ongoing performance and attendance at college.	A Student Achievement Strategy is currently being developed
The reports to monitor attendance have been improved and a new Student Attendance Policy and Procedure is being developed.	Register attendance reports now available on Columbus
The Pastoral Support System is being revised. It is proposed that new roles of Achievement Coach and Programme Tutors will be introduced to replace the current Course Tutor system for Academic Year 2017-18. This will involve weekly monitoring of attendance with “non-attenders” being identified immediately who will be contacted by the Achievement Coaches.	The Student Guidance Policy and Procedure has been updated to include the new role of Achievement Coach
The Bursary Payment System has been changed at Easter from a monthly payment system to fortnightly in line with the EMA system. Non-attenders will now only lose one week bursary payment instead of one month when	This has been actioned. A further overhaul in the bursary attendance monitoring and the removal of authorised absence to be replaced by limited and capped days absence per

they don't achieve 100% attendance.	year to improve attendance by students.
There will be forensic tracking of attendance, withdrawal and student progress with Heads of Faculty reporting weekly to the Vice Principal, Curriculum. SMT will also be monitoring progress through regular Snapshots of KPI's. The purchase of a new IT system called "Advantage" will provide information onto all desktops reducing the need for separate reports to be created.	KPI Snapshots and attendance monitoring at every SMT, CMT and HOF meeting. The requirements and design of the software "Advantage" has started. We have reintroduced the recording of Outcome achievement within MIS as a responsibility of all lecturers to be recorded at the point of achievement to ensure that learner progress records are always up to date and to aid better monitoring of progress. This will support early warning and early intervention.
A formal Performance Review System has been developed	The new Performance Review system has been used this academic year and will be built into the Quality Enhancement Handbook
Accountability at both management and staff level for student performance will be strengthen through the use of quantitative individual targets assigned through a revised staff appraisal process.	The reintroduction of the SARU to improve detailed monitoring of in programme and in subject monitoring and action planning where performance improvement is required.
Increase work with the Third Sector to support those most vulnerable, particularly for progression to further study or employment.	