Quality & Performance Strategy

Focus on Performance and Quality Improvement

Introduction, Purpose and Vision

The fundamental purpose of Middlesbrough College is captured in the College Missions which is ‘Driving Ambition Inspiring Success’. This is supported by the College’s Strategic Aim: *Growth based on quality and reputation, which improves educational achievement, employment prospects, economic prosperity and wellbeing for all.*

This strategy aims to outline the overall Quality and Performance framework to assist the College in achieving its strategic aim.

Operational Aims and Strategy Outcomes

1. Provide and deliver a Quality Strategy that will:

   - Provide a Quality Assurance Framework which will ensure outstanding provision across the curriculum and business support areas of the college.

   - Ensure timely intervention and support for areas of underperformance utilising the College’s Underperformance and Review Cycle.

   - Set and monitor aspirational and challenging targets for agreed KPMs (Key Performance Measures) for all Directorates and Business Support Areas.

   - Adhere to a planned programme of audits and quality health checks as detailed within the College’s Quality Calendar to assure quality compliance.

   - Promote the sharing of identified good practice and continuous improvement strategies across the provision.

   - Provide an efficient and effective examination service.

   - Ensure effective response to external quality monitoring agencies and external awarding body verification activities.
• Make a commitment to equal opportunities by ensuring that robust processes are in place for curriculum staff who strive to reduce achievement gaps for gender, ethnicity and learning difficulties and disabilities.

• Allow the College to measure it's student value-added and provide senior management with timely reports on in year performance related to learner progress.

• Provide the College with a platform where students, employers and apprentices opinions are sought and acted upon to further improve the College provision.

2. **Provide a Quality Assurance framework which will ensure outstanding provision across the curriculum and business support areas of the college by:**

   • Ensuring a timely and robust annual self-assessment across the College provision, leading to the development and implementation of clear, focused and timely improvement plans.

   • Half termly review of all College and Directorate/Faculty Key Performance Measures and progress against improvement planning activities as documented on the relevant Quality Improvement Plan (QuIP).

   • Maintaining up to date policies and procedures in order to deliver the commitments of the Quality Strategy.

   • Formulating an Annual Quality Calendar which sets out key dates for monitoring and measuring progress against quality improvement plans.

   • Regular and effective training and skills updating for all staff regarding quality processes and standards.

   • Providing timely and accurate management reports on all aspects of the Quality Assurance framework to the College Leadership Team, Governors and Staff.

   • Maintaining rigorous quality assurance arrangements which provide objective assessments of the quality of provision and which facilitate an open and transparent accounting for performance.

   • Ensure there are no discernible achievement gaps in relation to equality, ensuring the best opportunity for all individuals.
3. **Ensure timely intervention and support for areas of underperformance by:**

- Identifying and regularly monitoring areas of underperforming provision through the use of the College’s Underperformance Review Cycle ensuring and supporting the development of robust in year action planning.
- Supporting managers and staff in implementing improvement and intervention strategies.
- Ensuring sharing of good practice across the college.
- The timely and regular review of Directorate and Business Support Area QuIPs as detailed in the College’s Quality Calendar.

4. **Set and monitor aspirational and challenging targets for agreed Key Performance Measures (KPMs) by:**

- Setting targets for College and Directorates for success, retention, achievement, value added, teaching progression and learning progression, attendance, and student satisfaction, based on national benchmarks and previous performance.
- Agreeing and regularly reviewing KPMs for Business Support Areas.
- Providing timely and comprehensive management reports on progress and outcomes against targets to the College Leadership Team and Governors.
- Ensuring valid and accurate data to support the above.

5. **Adhere to a planned programme of audits and quality health checks designed to assure quality compliance by:**

- Agreeing an annual audit cycle, as documented on the College’s Quality Calendar, to ensure adherence to Quality Assurance Policies and Procedures, covering teaching and learning, quality of student target setting and review, progress against KPMs, course review, action planning, and student and employer feedback.
- Engage with external agencies to provide external validation and audit if required.
6. Promote the sharing of identified good practice and continuous improvement strategies across the provision by:

- Ensuring examples of good practice are identified, promoted and shared across the directorates, through the delivery of a robust and effective Workforce Development Strategy, CPD opportunities and Workforce Development Days. Good practice is shared, discussed and disseminated by the Heads of Quality Group and through Directorate and Team Meetings.

- Ensuring timely identification of underperformance and implementation of effective intervention strategies as detailed within the College’s Underperformance Review Cycle.

7. Provide an efficient and effective examination service by:

- Ensuring all students are registered with the appropriate awarding body in a timely and accurate manner.

- The effective scheduling of all college paper based and online examinations.

- Ensuring all examinations are carried out in line with awarding body and Joint Council Requirements and Guidelines.

- Ensuring all results are recorded on College systems in an efficient, accurate and timely manner.

- Ensuring students and staff are notified of examination outcomes in a timely manner.

8. Ensure effective response to external quality monitoring agencies by:

- Organising and supporting cross college responses to external agencies, including Ofsted, IQER, Awarding Bodies ensuring positive outcomes.

Review of the Quality Policy

The Quality Strategy will be reviewed annually and be subject to regular review by the Senior Leadership Team and the Standards Committee and / or Governing Body.

Last approved by the Governing Body 14 December 2017.
Appendix 2

Quality Calendar
### ANNUAL QUALITY CALENDAR

<table>
<thead>
<tr>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
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<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
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| Data & Performance | * 16/17 Underperformance Course Analysis Notice to Improve and Quality Review | * Draft of Examiners and College SAP/QUP and Pre-Governor Validation Meeting | * DQF Induction Survey Launched | * SQA Governor Validation | * Assessment Points 1 (Complete by 27 October) | * T1 17/18 Underperformance Course Meeting | * T2 17/18 Underperformance Course Meeting | * Assessment Point 3 (Complete by 7 Feb) | * 2nd Review of KPMs and QUP 17/18 | * GDP On Programme Launched | * Assessment Point 5 (Complete by 30 Mar) |


| Supporting Information | * Access to HE Desktop Review | * STEC QMR Visit | * Edexcel NVQ Lead Standards Verifier Visit | * Access to HE Sampling Visit | * Access to HE Final Award Board | * Access to HE Final Award Board | * Access to HE Final Award Board | * Access to HE Final Award Board | * Access to HE Final Award Board | * Access to HE Final Award Board | * Access to HE Final Award Board |

**Standards Meeting (21 Nov - AP1)**

**Standards Meeting (6 Mar - AP2)**

**Standards Meeting (22 May - AP4)**

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**Quality & Performance Strategy**

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Appendix 3

Quality Framework
# Quality Framework

<table>
<thead>
<tr>
<th>Activity</th>
<th>Person(s) Responsible</th>
<th>Purpose</th>
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</table>
| **Self-Assessment Process**    | Vice Principal Quality & Performance                        | An annual process intended to assess strengths and areas for improvement across all areas in the College. The Self-Assessment Process is structured to reflect all key aspects in the Common Inspection Framework. The report is accompanied by a Quality Improvement Plan (QuiP) which is monitored through the year at regular intervals to assess progress against Middlesbrough College’s priorities contained in the strategic plan. The Principalship, Governors and external critical friends assist in the validation of the judgements.  

Key judgements are:  
- Effectiveness of Leadership and Management.  
- Quality of teaching learning and assessment.  
- Personal development, behaviour and welfare.  
- Outcomes for learners.  

The Self-Assessment Report is submitted to Governors and made available to the ESFA and Inspectorates. |
| **Internal Quality Assurance and Assessment** | Directors of Programmes  
Head of Quality  
Cross College Awarding Body Co-ordinator | This is key to ensuring robust quality assessment on all programmes. The IQA will sample the planning, level and marking of all assessments on the programme  
- A schedule for IQA and appropriate tracking documents must be held by the Course Co-ordinator/Head of Quality.  
- Internal Verifiers must have the appropriate verification qualification at L3 or L4.  
- Ensuring the rigour of assessment on all qualifications is key to learner and College success.  
- The IQA process ensures the quality and accuracy of assessment.  
- Timely assessment board meetings should be held for all courses at regular and timely intervals. This process is monitored by the relevant Head of Quality. |
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<thead>
<tr>
<th>Activity</th>
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<th>Purpose</th>
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<tbody>
<tr>
<td>Stakeholder Satisfaction</td>
<td>Funding and Performance Manager</td>
<td>A number of learner surveys are carried out each year. Surveys include 16-18 and 19+ students, apprentices and employers. They provide valuable information to course and departmental managers to assist quality improvement. All surveys are scheduled and documented on the College’s Quality Calendar.</td>
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<tr>
<td>Quality Health Checks</td>
<td>Quality Coordinator</td>
<td>A number of audits are carried out annually to assess compliance with Quality Standards. Quality Health Checks encompass classroom, apprenticeship and subcontractor provision and provide accurate assessment of internal quality assurance.</td>
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| External Verification  | Cross College Awarding Body Co-ordinator | All validating organisations have their own methods of ensuring compliance and Quality Assurance. Most will involve an external moderator or external quality assurer either visiting the college or asking for samples of work. They will look for compliance with their regulations and procedures and assess the rigour of the internal systems.  
A report is submitted to the college detailing their findings. All reports must be sent to the Quality Department who monitor actions required and progress.  
All reports are graded either red/amber/green and updates to achieve will be required by the Cross College Co-ordinator in a timely manner. Progress is also monitored by the Director of Quality and Standards and Vice Principal – Quality & Performance.  
External Moderators can advise the validating organisations that verification or further enrolments should be withdrawn as a result of an unsatisfactory visit.  
The Cross College Awarding Body Co-ordinator supports any coordinator in advance or during a visit. |
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<tr>
<td>Key Performance Measures</td>
<td>Funding and Performance Manager</td>
<td>Learner outcomes are a key indicator of the college performance and are scrutinised by the College Leadership Team, inspectorates and Governors. Targets include success, retention, achievement, attendance rates, progression rates, value added and distance travelled. Course Leaders and staff are set targets linked to KPMs in their personal reviews. Pro-Achieve and Pro Solution software is used throughout the College to monitor this data and regular reports are made to a range of Committees. The Quality Department is tasked with ensuring the validity and reporting of this data. Weekly attendance reports are compiled to monitor progress and the impact of improvement strategies across all vocational areas. Regular reports are provided to Governors and the College Leadership Team.</td>
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<tr>
<td>Target Setting</td>
<td>Vice Principal Funding and Performance Manager</td>
<td>The College is required to set key performance targets on a range of in-year and final learner outcomes at college and directorate level. This starts at course level and is based on previous performance and national rates. All Directors of Programmes and Course Leaders are set course targets in line with policy in each course review document.</td>
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<tr>
<td>Inspection</td>
<td>Deputy Principal (Nominee)</td>
<td>Ofsted carries out inspections on a cyclical basis. The last inspection was in September 2016. Strengths identified are expected to be continued and built on and areas for improvement rectified. Post Inspection Actions Plans are development and have been monitored since inspection. A College Ofsted Plan has been developed and details key activities from the point of inspection notification through to the end of the inspection.</td>
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<tr>
<td>Value Added</td>
<td>Vice Principal Quality &amp; Performance</td>
<td>The College is utilising Learning Plus UK for in-year value added tracking (as per the Quality Calendar). This is currently being utilised in A Levels and Level 3 BTEC’s.</td>
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<td>Value added assesses the progress made by a student from their initial assessment scores and indicates whether the college has supported the student to achieve higher outcomes than initially predicted.</td>
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<td>College Value Added targets are set and reviewed regularly at Directorate Performance Reviews.</td>
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<td>Programme Validation</td>
<td>Deputy Principal</td>
<td>All courses which are delivered at the College are approved by this committee. As well as linking to the strategic plan, resources implications and funding, the committee needs to be assured that quality assurance procedures can be implemented before inclusion on the college course file and curriculum.</td>
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<tr>
<td>Committee</td>
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<td>Course Review Meetings</td>
<td>Directors of Programme Heads of Quality Course Leaders</td>
<td>All programmes hold regular course meetings.</td>
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<td>The college has built in meeting times in the weekly timetable to allow these to take place. An agenda is available. Minutes are held in the course file.</td>
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