

<b>Chair</b>	Vivien Bailey OBE
<b>Corporation Members</b>	Marilyn Hawkins, Steve Hedges, Francine Corbin, Nikki Makinwa, Gerry McDonald, Dawn Samwell, Ryan McLean, Mohammed Elhag, Rob Hull (Observer)
<b>Officers</b>	Principal Tower Hamlets & Hackney: Alison Arnaud Principal Redbridge & Epping: Narzny Khan Principal Havering: Janet Smith Managing Director, Westbourne Academy: Richard Surtees Group Director Apprenticeships & Business Development: Jamie Stevenson (item 8 only) Group Director of Quality: Ruth Kendrick Dean and Group Director of HE: Mark Smithers (item 7 only) Head of Governance – Havering: Cathy Horne
<b>Apologies</b>	Cynthia Griffin, Diana Murray
<b>Director of Governance</b>	Elsa Wright
<b>Item No</b>	<b>Item of business</b>
<b>PRELIMINARY PROCEDURAL MATTERS</b>	
1.	<b>Chair's Welcome &amp; Opening Remarks</b> The Chair welcomed everyone to the meeting.
2.	<b>Apologies for Absence</b> Apologies were received from Cynthia Griffin and Diana Murray
3.	<b>Declaration of Interests</b> There were no declarations of interest
4.	<b>Minutes of the Last Meeting Held on 16<sup>th</sup> March 2021</b> The minutes were <b>agreed</b> as drafted.
5.	<b>Matters Arising and Action Points from the Meeting</b> The Student Union Constitution would be brought either to the Corporation on 8th July or to the next CQ&S Committee. The action points were covered in the agenda.
<b>ITEMS FOR CHALLENGE, MONITORING &amp; REVIEW</b>	
6.	<b>20/21 In Year Monitoring</b> <b>6.1 Progress against the QIP to include impact of Covid-19</b> <p>The Chair welcomed the detailed report which showed progress against the actions identified in the Quality Improvement Plan (QIP). Members were informed that most actions were on track.</p> <p><u>QIP 1: Improve achievement rates in certain areas</u></p> <p>A thorough approach to monitoring was in place with targeted support where needed. Retention rates had improved overall although there were still some areas of concern including Computer Science (72.7%) at HSF and History (71.4%) at Attlee. The Principal, Havering, reminded Members that an A Level was a two-year journey so it would be in the next academic year when improvement would be seen. Good progress had been made in improving outcomes for Construction and Engineering. Responding to questioning, the Principals for Havering and Tower Hamlets / Hackney, confirmed that</p>

AAT retention was positive at 91.3% and attendance was good. There were some poor predicted outcomes for learners carried over from 19/20 at Havering FE but many students were able to achieve who wouldn't have done otherwise as a result of the pandemic.

QIP2: Further develop value added interventions that allow students to achieve high grades

The matrix management structure had been rolled out to the Havering campuses and harmonisation of processes and systems had started. High levels of monitoring at HSF and Attlee were taking place to ensure under-performing students were targeted for interventions. The One Grade Value Added system was in place but not yet utilised. The Principal, Havering, explained that this was in part due to the lead person being ill with long Covid and the departure of the Deputy Group Principal. The Group Principal commented that the Corporation would receive a report on 8<sup>th</sup> July but that it was to be expected that some things had embedded quickly whilst others would take more time. Members noted that retention at Attlee had significantly improved for year one.

QIP3: Improve outcomes for Apprenticeship Standards

Monthly monitoring meetings had improved accountability and tracking. The in-year achievement rate was currently 48.7% compared to 17% in 2019/20. The likely outcome for the year would be around 60% and close to the national average.

QIP4: Improve attendance across the Group and close the gap between English, Maths and vocational attendance

Members noted that overall attendance was good and similar to last year. However, there had been a 3% drop in English and Maths GCSE attendance and the gap between these and vocational attendance was still too high. The Group Principal commended the teams who had achieved excellent attendance rates despite the challenges of the pandemic. The Principal, Tower Hamlets and Hackney pointed out that attendance for the GCSE English and Maths exams in May across the Group had been good at 91%. Responding to concern about the lower attendance rates at Hackney, the Principal added that this was largely due to the number of adults on courses (with the impact of Covid in addition) as well as the demographic of the area and staff turnover in-year.

QIP5: Improve consistency in teaching and learning practice

There had been a focus on improving online pedagogy as the pandemic had meant the normal measures had not been possible. There was good evidence of staff attending masterclasses and improving their skills. A drop-in process to review online lessons had been developed to replace Learning Walks but robust observations would commence early next year as part of the new TLA strategy. The Chair commented that it was positive to hear that student feedback had improved, particularly around distance learning.

QIP6: Develop consistency in the effectiveness of quality improvement interventions

The Five Stages quality assurance and awarding organisation system had been rolled out to the Havering Colleges, audits had taken place and a priority monitoring meeting structure was now in place. Retention rates for the majority of priority monitored courses had improved. The Group Director of Quality reassured the Committee that staff were engaged and improvements were slowly being made.

**6.2 Teacher Assessed Grades (TAGS) - Process**

The Chair thanked the CEO for his briefing that morning and commented that the report was particularly helpful as it provided a summary of the different types of qualifications. She added that the systems in place seemed to be well thought out and carefully balanced. In response to questioning, Members were informed that it was very different for SEND students with only 2 out of 500 going through a TAG process. The CEO and all Members of the Committee expressed their thanks to staff who had processed, checked and uploaded 10,500 grades in a few days. Regarding appeals, the Group Principal

	<p>confirmed that it was clear process and grades could only be challenged for technical reasons.</p> <p><b>6.3 KPIs performance against targets</b></p> <p>Headline KPIs had been approved at the previous meeting to enable the Committee to effectively monitor the quality of provision and student outcomes. A full report against target would be provided in the autumn term but the report showed in-year data on retention, attendance and destinations. The Chair reminded Members that the Committee had asked for additional KPIs allowing them to measure progress in driving consistency between campuses and to track the resolution of student complaints. The Committee requested an additional column in the table showing the number of percentage points as well as the RAG rating in relation to consistency between campuses.</p> <p>Overall attendance for 16-18 was 86% with the largest variance between HSF at 89% and Hackney at 82%. This was shown as an amber rating on the campus variance KPI. For 19+ the overall attendance was 85% with HSF at 89% and Hackney and Epping Forest at 84%. Members noted that there were very few 19+ students at HSF but that it was important to include them as expectations were the same whichever campus students studied at. Construction (76%) and Building Services (80%) at Rainham had affected overall attendance but it was noted that this was partly due to students obtaining work.</p> <p>The KPI set at the CQ&amp;S Committee in March, required 90% of complaints to be resolved within the timescale. The Director of Quality confirmed that 100% of formal student complaints had been completed within the timescale. There was currently one complex complaint being processed.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• <b>Full KPI report against target to be brought to the Committee in the autumn.</b></li> <li>• <b>RK to add an additional column in the table showing the number of percentage points as well as the RAG rating in relation to consistency between campuses.</b></li> </ul>
7.	<p><b>Termly HE Activity Report</b></p> <p>The Dean and Group Director of Higher Education explained that recruitment to HE courses continued to be a challenge, however there were now 195 applications, an increase of 40 at the same time in the previous year. The recent HE recruitment event had attracted 31 potential applicants with 6 signing up on the day. Some courses, including HNC Business and HNC Graphics, as well as some courses held at Rainham, were struggling to recruit but NCC was taking a pro-active approach to marketing.</p> <p>The OU had granted NCC institutional re-approval subject to certain conditions, including risk, being met. A formal termination notice had now been served. The Dean confirmed that the risk register had always been in place but was now in a format that could be more easily reviewed. He added that risks were monitored at the Higher Education Committee and any concerns would be brought to CQ&amp;S.</p> <p>Institutional approval had been obtained for NCC to work with Bath Spa University as strategic partners to develop HE provision and expand student numbers. Planned work included T Levels and apprenticeships as well as the Teaching and Learning Hub which would allow NCC staff to benefit from the University's expertise. The intention was for 4 courses to begin in September 2021, two of which were franchised and two which would be delivered by NCC staff. Recruitment for these courses had begun.</p> <p>There were currently 299 students in learning with UKCBC with the provision due to end in January 2022. The robust student verification process continued and the annual monitoring had been completed.</p>

	<p>A member asked about links with Coventry University which had a satellite centre in Dagenham and was informed that there were three courses which were potentially of interest for Level 3 students looking to progress to HE – Policing, Cyber Security and Software Development.</p> <p>The Chair requested that the results of the most recent National Student Survey be brought to the Committee in future along with the action plan for improvement and the minutes of the Higher Education Committee. The Dean confirmed that the OfS action plan had been completed.</p> <p>The Committee Members noted their thanks to Nikki Makinwa who was attending her last CQ&amp;S Committee and who had brought valuable technical expertise to meetings.</p> <p><b>Actions:</b>  <b>MS to forward the results of the National Student Survey and the Action Plan to EW for inclusion at the next meeting of the Committee.</b></p>
8.	<p><b>Annual Business Development Report</b></p> <p>The Group Director Business and Apprenticeships Support confirmed that the college had made good progress in securing new apprenticeship opportunities. There had been 254 new starts in year with a further 75 almost ready to start, bringing enrolment numbers to a similar position to the previous year, although still below target due to the pandemic. The new Customer Relationship Manager (CRM) system was now fully embedded with all employers recorded on ProEngage.</p> <p>Good progress had been made on Industry Placements, despite the pandemic, with over 250 students starting a placement, the vast majority in IT and early years, with many students supporting the NHS in various ways. The original target of 834 Industry Placements had been reduced to 714 due to Covid-19 and DfE guidance confirming the funding allocation had not been received until late in the year. The target for 2021/22 had been set at 767.</p> <p>An employer launch was planned to take place at Rainham, possibly in July, with the intention of creating a strong pipeline of apprenticeship opportunities for 2021/22. Employers were supported as much as possible to help them create training plans and complete paperwork.</p> <p>The Chair and the Group Principal thanked the Group Director for his work.</p>
9.	<p><b>Westbourne Academy Annual Report</b></p> <p>The Managing Director of the Westbourne Academy explained that there had been a significant drop in commercial income at the Academy as a result of Covid travel restrictions. To help mitigate losses, the Academy was delivering more ESFA-funded courses and working with the job centre to support the local community. Many staff had been put on furlough but those remaining had adapted to teach digital skills and ESOL courses amongst others. Members were assured that all ESFA activity was carefully monitored to ensure quality in the same way as all other activity across the Group. There was significant interest from overseas agents and it was expected that once travel restrictions were lifted, student numbers would rise sharply. Responding to a question, the MD explained that there was no need for a visa if a student was going to be in the UK for less than 6 months and that this needed to be made clear. The market was changing with fewer students from Europe but more from elsewhere as well as an increase in younger students aged 12-17.</p> <p>Members were informed that, despite the current deficit, the aim was to achieve a break-even position by the end of the academic year. Tuition fees which normally brought in between £1.2m and £1.5m had brought in £291k in 2020/21. ESFA income was £126k.</p> <p>Other international developments included a commercial sport summer school planned for Hackney in summer 2022 and 240 vocational 16-18 students attending work placements in Italy through the Erasmus programme. There were currently 8 overseas</p>

**Commented [VB1]:** My change here and to the actions below. This was my understanding of what was meant. The HEC minutes always come to CQ&S so don't need a new action point.

**Commented [VB2]:** Cathy, can you check this with Elsa? I wasn't aware that Nikki was leaving. I thought that Marilyn Hawkins was just thanking Nikki for her helpful advice during the discussion about the developing arrangements with Bath Spa. But I may be wrong.

**Commented [VB3]:** I'm not sure what CRM stands for – can it be written in full?

	students studying A levels at NCC (Attlee Centre) and it was expected that the target of 16 students in 2021/22 would be achieved. Responding to concerns about the Turing fund bid for £200k to fund new projects in China, Thailand and the Netherlands, the Group Principal reassured Members that all environments would be thoroughly risk assessed with final sign-off by himself.
10.	<p><b>Student Governor Report – oral item</b></p> <p>The Chair informed the Committee that this would be the last CQ&amp;S meeting for the two Student Members who were leaving NCC this term.</p> <p>Mohammed Elhag reflected on his experience as a Student Governor, particularly commenting on the support received from the Director of Governance. He welcomed the pro-active approach from the College on Black Lives Matter and the Green agenda, the strategy for increasing diversity on the Board and the opportunity to be involved in the catering tender process. He raised three points to be considered going forward:</p> <ul style="list-style-type: none"> <li>• <u>Increase staff and student awareness of the Student Governors, who they are and what they do</u> - The Student Governors had made a short film to be played during tutorial to increase awareness and encourage students to apply for the role. He suggested that the College place photos of the Student Governors in prominent places at each campus.</li> <li>• <u>Improve Governor and student engagement</u> – one suggestion was for Governors to read the student blogs on the NCC website to help them understand the students’ views and feelings.</li> <li>• <u>Allow Student Governors to take part in formal visits to other campuses</u> – allowing Student Governors to join planned visits with other Governors would help raise the profile and enable student views to be heard.</li> </ul> <p>Ryan McLean agreed with the points made, particularly increasing staff and student awareness of the Student Governors. He added that being a Member of the Corporation had been an excellent learning experience.</p> <p>The Chair, on behalf of the Committee, thanked both Student Members for their reports and contributions and wished them well for the future.</p>
11.	<p><b>Terms of Reference and Committee Self-Assessment Questionnaire</b></p> <p>Members requested that the first bullet point in Section 4.1 of the Terms of Reference be amended to ‘Group’ Principal. Bullet point three had removed the reference to ‘teaching’ staff as this was not a requirement of the Corporation.</p> <p>In the light of the planned reduction in the size of the Corporation, Members agreed to discuss membership of the CQS Committee at the Search and Governance meeting on 29<sup>th</sup> June 2021. Points raised included looking at attendance data, the balance of internal and external Members and whether a smaller Committee could result in increased engagement from all Members with less reliance on the Chair.</p> <p>The Chair asked all Members of the Committee to complete the questionnaire and return it to the Director of Governance as soon as possible.</p> <p><b>Action: All Members to complete the self-assessment questionnaire and return it to EW.</b></p>
12.	<p><b>Governor Visits – oral item</b></p> <p>The Chair reported that she would be visiting the Rainham Campus in person, along with Rob Hull and Cynthia Griffin, on Friday 2<sup>nd</sup> July.</p>
<b>CONFIDENTIAL ITEMS – SEE PART 2 MINUTES</b>	
13.	<p><b>AOB</b></p> <p>There were no items of any other business.</p>

<b>14.</b>	<b>Date of Next Meeting</b>
	12 <sup>th</sup> October 2021 on Teams (to be confirmed)

*The meeting closed at 8.00 pm*

Agreed as an accurate record of the meeting

Signed.....

Date: .....