

Chair	Vivien Bailey OBE
Corporation Members	Cynthia Griffin (from 7.10 pm), Steve Hedges, Gerry McDonald, Diana Murray, Sue Williams, Rob Hull (Observer)
Officers	Principal Tower Hamlets & Hackney: Alison Arnaud Principal Redbridge & Epping: Narzny Khan Principal Havering: Janet Smith Group Director Apprenticeships & Business Development: Jamie Stevenson (item 9 only) Dean and Group Director of Higher Education: Mark Smithers (item 10 only) Group Director of Quality: Ruth Kendrick Head of Governance – Havering: Cathy Horne
Apologies	Marilyn Hawkins
Director of Governance	Elsa Wright
Item No	Item of business
PRELIMINARY PROCEDURAL MATTERS	
1.	Chair’s Welcome & Opening Remarks The Chair welcomed everyone to the meeting.
2.	Apologies for Absence Apologies were received during the meeting from Marilyn Hawkins.
3.	Declaration of Interests There were no declarations of interest
4.	Minutes of the Last Meeting Held on 12th October 2021 The minutes were agreed as drafted.
5.	Matters Arising and Action Points from the Meeting All actions were complete. Under Matters Arising, the Chair asked for an update on enrolments (Item 7) and appeals (Item 8). <u>Enrolments</u> The Group Principal and CEO informed the Committee that there had been 9142 enrolments, 484 students below target, which would result in a shortfall of £2.8m. The final figure was likely to be approximately 480 students below target. <u>Appeals</u> There had been 176 Stage 2 appeals by A Level students to the Awarding Bodies. Of these, 86% were not upheld. The CEO informed Members that there had been a piece in FE Week which suggested that the process had been kept secret which was not true. The College had written robustly to FE Week who were not bound by a regulator. The Chair of the Corporation commented that the Corporation could be reassured by the low success rate of the appeals which demonstrated that the College had handled the process well.
ITEMS FOR CHALLENGE, MONITORING & REVIEW	

6. Annual Performance and Self-Assessment Review

The Group Principal and CEO explained that the presentation provided the context and key messages around the SAR ahead of the anticipated Ofsted inspection. He reminded Members that NCC was a large, complex college of which there were few comparable in England and that this might be a challenge in terms of inspection. Six individual colleges had been brought together into one Group and performance had improved with each merger. The matrix management system ensured consistency of approach and led to rising achievement. Havering had only come into the matrix structure at the beginning of 2020/21 so, whilst the mechanisms were in place, consistency hadn't yet been fully achieved.

The Committee was informed that the view of SMT, based on the data, was that the College was Good with Outstanding characteristics. There were no areas graded 3.

The Principal, Havering, took Members through the headline SAR strengths and areas for improvement.

Strengths

- Culture of high expectations
- Distributed leadership through a matrix approach has led to consistent improvement
- Creative and adaptive teaching
- Effective management of learning through Covid-19
- Strong support promoting wellbeing and resilience

Area for Improvement

- Attendance, especially for English and Maths
- The variation in outcomes across campuses at 10pp
- Construction and Engineering provision

The Chair of the Corporation asked why the College did not consider Leadership and Management to be Outstanding and was informed that there was not yet sufficient consistency across the campuses. It was noted that Leadership and Management included management at all levels, not just SMT and Governance. The matrix structure had enabled rapid improvement and there were some outstanding elements but there was still a gap in achievement of 10pp between Havering GFE and Redbridge which needed to be addressed.

Throughout the pandemic there had been some particularly creative and adaptive teaching, for example ESOL embedding an IT qualification to support students with working from home. The Chair commented that leadership and management had been outstanding throughout the pandemic; this had enabled excellent support for learners and staff and enabled a good quality of learning despite the practical challenges. As a result, the Group had maintained student engagement and improved retention and outcomes.

The Chair noted that references to Safeguarding were blended into the text but requested that a specific paragraph be added to the Leadership and Management section stating that Safeguarding was effective. It was also agreed that a sentence about Prevent would be added to the Personal Development section. The Governance section would be updated to include mention of the Governor link activities which provided the Corporation with evidence and assurance, and also the effective links between the governor with responsibility for Safeguarding and the Group DSL.

Members discussed attendance which had been good during lockdown but had been challenging since the return to campus, particularly in English and Maths GCSE classes, as well as provision in Construction and Engineering where deep dives had been carried

out and would be referred to later in the meeting. The poor adult achievement at Havering GFE sat beneath the variation in outcomes across campuses headline.

The Principal, Havering, informed the Committee that there were five key messages for Governors which would be shared with all Members:

- Achievement is back to pre-Covid levels
- Engagement during Covid was outstanding
- All areas of provision are now Good including Apprentices where achievement for Standards has risen
- The matrix management structure now includes all Havering campuses. This will drive further improvements. The Board were involved in this decision.
- The College's Strategic Intent sets out a clear direction focussed on pedagogy and continuous improvement.

Within the Self-Assessment Report, achievement progress could be clearly identified from 2018/19 through to 2020/21. Impact and value-added was also clear. Legacy methods of assessing value added were still in use. Onegrade was almost ready to launch and therefore had not been included in the QIP for 21/22. It was noted that ALPS Value-Added related to Level 3 only. When using value added systems it was often difficult to know exactly the level at which students coming into the College were working at, despite the grades they brought with them. The Chair asked about teaching and learning strategies to help individual students raise their grades, which form part of the Teaching and Learning Strategy.

Members agreed that Apprenticeships should be graded 2 (grade 3 in previous years) owing to much improved achievement rates, especially for Standards programmes. These improvements were the result of much improved management.

Members agreed that, despite the strong text, Personal Development should be graded 2. This was due to attendance data which precluded the College grading itself a 1 in this area.

The Committee considered the achievement of particular groups of students, noting that those with lower achievement rates were still above the national average. The Chair asked for a judgement about Looked After Children (LAC) to be added. The Principal, Havering, commented that this could now be added as the data was now available.

The Committee requested that a bullet around staff wellbeing be added. Members were informed that there was a 10-point plan and a meeting taking place the following day.

The Chair thanked all those involved in preparing the SAR.

The SAR, having now been through the scrutiny stage, would be presented to Ofsted should they visit before final approval at the Corporation meeting.

ACTION POINTS:

- **Add Safeguarding into the Leadership and Management section.**
- **Add Prevent to the Personal Development section.**
- **Refer to the governors' visit programme and the Safeguarding Governor Link in the Governance section.**
- **Specific mention of Looked After Children (LAC) to be included.**
- **On page 41 of the pack under the section 'Response to Covid 19', a bullet to be added around staff wellness.**

Commented [VB1]: I've taken out the reference to me being sent the T&L strategy but will ask Elsa to do that.

	<p>Subject to the amendments detailed above, the Curriculum, Quality and Students Committee AGREED to recommend the Self-Assessment Report for 2020/21 to the Corporation for final approval.</p>
7.	<p>Key Performance Indicators</p> <p>Members were informed that the paper gave a final overview of the KPIs for 2020/21 and proposed new ones for 2021/22. The KPIs enabled the Committee to effectively monitor the quality of provision and student outcomes across the Group.</p> <p><u>KPIs for 2020/21</u></p> <p>The Director of Quality confirmed that the majority of targets had been exceeded (Green) or were close to target (Amber), with four areas not met (Red). Overall student attendance had remained at 85%, 5pp below the target of 90%. It was noted that certain practical courses had been particularly badly impacted during the pandemic. This had also impacted adult achievement which was below target at 88% and adult progression which, at 37%, was 21.4% below the previous year, largely owing to the fact that adults had taken up job offers. Timely achievement for apprentices had also been significantly affected by the pandemic which had impacted practical assessments and end of programme assessments.</p> <p>The data was robust and provided a good overall picture. Lots of interventions had taken place and Functional Skills Maths, in particular, had performed well, at 19pp above the national average.</p> <p><u>New KPIs for 2021/22</u></p> <p>Although, the targets remained the same as the previous year, it was noted that these were stretch targets.</p> <p>The Committee AGREED to recommend the KPIs for 2021/22 to the Corporation for approval.</p>
8.	<p>QIP 2021/22</p> <p>The Group Director of Quality explained that there were six target areas for improvement arising from the findings of the SAR 20/21, which were detailed in the report. Some had been carried forward from the previous year due to the impact of the pandemic which had meant that some improvements had been difficult to embed or evidence. It was noted that work experience had been particularly impacted and this continued due to changed working patterns and the increase in people working from home. The target areas had all been discussed as part of the previous items.</p> <p>The Committee AGREED to recommend the Quality Improvement Plan to the Corporation for approval, noting that the actions and timelines would be added once the Plan was formally approved.</p>
9.	<p>Start of Year Survey</p> <p>The Chair welcomed the report which was the first opportunity to assess the experiences of students in the current year. The Group Director of Quality pointed out that the findings were in line with the previous year with the notable exception of students feeling safe at college which had increased by 5 percentage points overall with a 9pp rise at Havering GFE. The Principal, Havering, commented that the Deputy Principal at the GFE had been particularly effective and that there had been good liaison work with the police. The Principal, Redbridge and Epping, commented that students were asked</p>

	<p>about their safety as they travelled into college with feedback passed on to TfL and the police.</p> <p>A new question focusing on English and Maths had been added with the responses being used to focus attention on the gaps in learning resulting from the pandemic and to check the impact and awareness of students of their targets.</p> <p>An increased number of students had completed the survey, 50% compared to 40% in 2020 and 37% in 2019, continuing an upward trend. The Chair thanked the Group Director for the report, commenting that it was good to note that students at every campus reported that their teachers, along with the teaching itself, were the most positive aspects of their college experience.</p>
10.	<p>Termly Subcontracting, Partnership and Employer Engagement Report</p> <p>The Group Director, Apprenticeships and Business Development, presented his report which outlined the performance of subcontracted, partnership and employer engagement activity for 2020/21.</p> <p>Achievement rates were good overall. In classroom based subcontracted provision for 16-18 year-olds the achievement rate was 94%, compared to 92% in 2020/21 and compared well with national averages. All A Level teacher assessed grades received the same level of scrutiny as those in the rest of the Group's provision and were signed off by a member of SMT. The overall achievement rate for adult subcontracted provision was 91%, compared to 88% in the previous year. The Apprenticeship achievement rate in subcontracted provision was 65% compared to 53% in 2020/21. All apprenticeship provision was now in-house.</p> <p>The Group Director confirmed that all due diligence had been completed and contracts had been issued in line with agreed budgets. The quality assurance cycle had been agreed and was in line with the cross-college cycle.</p> <p>Responding to questioning regarding how confident Governors could be about the provision at the subcontracted Orthodox Jewish provision for young women, given that visiting managers had not been able to speak to the learners, the Group Director confirmed that all the evidence and feedback showed that the provision was good despite it being a closed community. The Principal, Havering, explained that it provided the girls with opportunities they would not otherwise have had. The Group's quality assurance work had ensured that the provision met college requirements and Governors could be assured that the provision was good.</p> <p>The Chair noted references integrated into the report on Safeguarding, for example relating to staff training. Managers who had visited confirmed that these themes were covered by the providers. The Chair asked whether in future reports there could be a separate paragraph confirming compliance with Prevent including judgements about how well the providers' pastoral systems promote Prevent and British Values. This was agreed.</p> <p>It was agreed to arrange a visit or visits by governors to subcontracted/partnership provision as part of the visits programme.</p> <p>ACTION POINTS:</p> <ol style="list-style-type: none"> 1. Future reports to include a paragraph confirming compliance in subcontracted provision with Safeguarding policy and Prevent, including in pastoral systems. 2. The Group Director to consider how visits by Governors to subcontracted partners could be arranged.

11.	<p>HE Update</p> <p>The Dean and Group Director of Further Education reminded Members that HE had under-recruited against target for September 2021 programmes, resulting in a deficit. Through various actions, including reducing non-pay costs and a reduction in teaching hours from the 7 programmes which were not running, it was anticipated that this would be approximately £330k, an improvement from the original deficit of £500k. Members commented that it was unfortunate that the BA (Hons) Social Work had been discontinued but understood the rationale behind the decision.</p> <p>Bath Spa University and NCC were keen to explore the possibility of a University Centre (UC) and had engaged a specialist consultant to explore feasibility. He confirmed that the UC would be a hybrid model with some qualifications being awarded by Bath Spa and others by NCC. It was hoped that the UC would raise aspirations, with part of the feasibility study to determine the interest of Level 3 students in studying for an HE qualification at a UC.</p> <p>The Dean confirmed that there were now 439 (updated since the report which stated 353) UKCBC students currently being processed through the certification stages (now the responsibility of NCC, leaving 261 students still to start. It was anticipated that all would be in the process by the end of November with the deadline for completion set for the end of February.</p> <p>As requested at the previous meeting, the Higher Education Committee minutes of the meeting held on 22nd October, along with the action plan, were provided for information. The Chair asked that the NSS Action Plan be included with the HEC minutes in future.</p> <p>ACTION POINT: The Dean to bring the Action Plan from the National Student Survey to the next meeting.</p>
12.	<p>Ofsted Preparation</p> <p>The Principal, Havering, informed Members that she and the CEO had undertaken deep dives over 2 days ahead of the anticipated Ofsted inspection. Staff had welcomed the visits and found them to be supportive. Learning walks had been very useful and the Senior Curriculum Managers (SCMs) had ownership of their areas and were working well together.</p> <p>The CEO commented that he had been particularly impressed with the Construction and Engineering students who had been heavily impacted by the pandemic but who could state exactly what they were learning and why. It was noted that staff recruitment in this area was difficult.</p> <p>Members were informed by the CEO that the issues of most concern were around student attendance and teacher absence. Covid cases had doubled over the weekend with 46 across the Group but with Havering Sixth Form particularly badly affected. Teacher absences were always covered but the Committee noted that this was still a concern.</p>
CONFIDENTIAL ITEMS – SEE PART 2 MINUTES	
13.	<p>AOB</p> <p>It was agreed that, as meetings regularly ran over the allotted 2 hours, the end time for the next meeting would be 8 pm. It was also agreed that guest presenters should be placed at the start of the meeting.</p>
14.	<p>Date of Next Meeting</p> <p>15th March 2022 at 5.30 pm</p>

The meeting closed at 8.10 pm

Agreed as an accurate record of the meeting

Signed.....

Date: