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2021-22 Approved CQS Minutes - 21st June 2022.pdf

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Chair	Vivien Bailey OBE
Corporation Members	Labib Aminullah, Cynthia Griffin, Marilyn Hawkins, Steve Hedges, Gerry McDonald, Lily Sims
Officers	Principal Redbridge & Epping: Narzny Khan Principal Havering: Janet Smith Principal Tower Hamlets and Hackney: Alison Arnaud Group Director Apprenticeships & Business Development: Jamie Stevenson (item 7 only) Dean and Group Director of Higher Education: Mark Smithers (item 8.1 only) Group Executive Director Curriculum Development: Richard Surtees (item 6 - 9 only) Group Director of Quality: Ruth Kendrick
Apologies	Rob Hull (Observer), Sue Williams QPM, Cathy Horne
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 from Rob Hull, Sue Williams QPM and Cathy Horne.
3.	Declaration of Interests There were no declarations of interest
4.	Minutes of the Last Meeting Held on 15 March 2022 The minutes were agreed as drafted.
5.	Matters Arising and Action Points from the Meeting There was one matter arising to be dealt with under confidential items and all actions were either complete or part of the meeting papers.
ITEMS FOR CHALLENGE, MONITORING & REVIEW	
6.	Curriculum Review The Group Executive Director, Curriculum Development would share the presentation with the committee. The first slide covered the strategic context. The review had looked at provision for both adults and 16-18 to check whether courses were suitable for purpose and matched demand. Any courses which were unviable had been reviewed. There was external input to development of curriculum and the new duty would help to ensure that the offer was aligned to local employer needs. This would also be inspected as part of the new Ofsted framework. The key issue for the current year was adult vocational provision with a further input from stakeholders to the wider review during 2022-23. Work had started on pedagogy but most of this work would take place during the next academic year.



The initial findings had been shared with the Board and fed into planning for 2022-23. This would be reviewed in October once take up was known. Blended learning was an area for further development. The Board would get an update at the November planning day with a full report at the December Board meeting looking at a revised offer for 2023-24.

There were examples of new provision which had been developed with employers. This included partnerships to train heat pump engineers supporting the green energy industry. Employers who offered work experience also helped to develop the curriculum through input to course design and this was key in fast moving files such as digital where qualifications ranged from Entry3 to L3. The hub at Epping was being developed to offer short professional courses as well as a CPD offer for staff and T levels.

Next steps included a review of new drivers and an analysis of the different funding streams which often worked against each other and didn't always match demand. Reports on new areas of economic development from organisations such as the GLA were helpful along with work by the Deputy Principals in their local communities. There were some good models of employer input and collaboration which were being rolled out across the group. Input to the micro credential offer was key. Alongside this, development and training for staff was reviewed. Trials of blended learning and new pedagogy were taking place and the green agenda was being looked at across the group to ensure there was a strong and inclusive offer.

Governors thanked the GED for the presentation and update and asked about the implications of the new duty on Corporations to engage with employers and ensure local skills needs were met. Engagement at a sub regional level was taking place through Central London Forward and London Skills for Growth which the Group Executive Director Apprenticeships and Business Development. was leading for NCC. The curriculum plan was integrated across the College and was linked to property, estates, HR and Finance. The final report in May 2023 would propose more radical change for 2023-24 and further data sources would be used to refine the analysis. Governors asked how all the relationships and information across the group were pulled together. The new Customer Relationship Management system (CRM) was managed by the team led by the Group Executive Director Apprenticeships and Business Development. Information was fed back to GCDs for planning purposes along with anecdotal feedback from employers. The unemployment rate had fallen, and provision was being refocused on workforce development to help those employed to progress and develop.

Governors asked about sub-regional data and the East London market. It would be important to drill down and ensure that there was provision for more local demand rather than that suggested by London-wide data. The CEO explained that data was useful but often out of date by the time it was published. The dialogue with employers was key and this would be an expanded role for next year. It was important not to get too tied down by the duty and to focus on what was needed across the College. in response to questions, it was confirmed that the College was working to ensure timetables did tie up across the campuses which would allow for more flexibility.

There was a move away from a 38 week timetable with more short courses and flexible provision. The actions would be developed further for discussion at the Strategy Day when more would be known about the direction of travel. Governors thanked the GED again for his presentation and a useful discussion.

Action – Curriculum Review to be discussed at Board Strategy Day in November and at the December Corporation meeting – Director of Governance to add to agendas



7.	<p>Partnerships, Sub-contracting and Employer Engagement Report</p> <p>The Group Executive Director, Apprenticeships and Business Development introduced his report which set out the current tenders. There was less demand for apprentices from large levy paying employers than in the past with 284 starts against 283 for 2020-21. Numbers were increasing in trades such as carpentry and building with a fall off in digital and business administration where many employers had not fully returned to the workplace. Work experience had been hard to secure for similar reasons but 644 placements had been arranged against a target of 767. The team tracked this through ProSolution and the Chair noted that this was a significant achievement in the circumstances.</p> <p>The commercial offer had been slow with employer bundles not taking off. For many employers, CPD was not the focus and the team was looking at a different offer. There were areas of new technology where staff required upskilling and the College was offering programmes to deliver this. The sector-based academy programme for unemployed people was offer in rail and hospitality. The College had led the Strategic Development Fund for Central London Forward and were a delivery partners in the LSEC led bid. There was a small pot of money in each area and the College was looking to deliver a range of low carbon training. The outcome of the bids should be known in a few weeks' time with delivery by March which was tight. Governors thanked the Group Director Apprenticeships and Business Development for his report and the work that his team was doing to develop this provision.</p>
8.	<p>Termly HE Report</p> <p>The Dean for Higher Education joined the meeting and updated the committee on his report. The College had submitted an access and participation plan which was required to increase the tuition fee. Some areas had been clarified to show how the gaps would be narrowed for male participation, increasing completion rates for BAME students and increasing attainment and the College was hopeful of a positive response. A meeting with OFS should secure sign off in July.</p> <p>There were a number of new quality benchmarks to be met in next academic year focused in continuation, completion, attainment, progression either into professional employment or other qualifications. The new TEF framework which measures quality of teaching had been launched and the College would put together submission in September for 2023. It had been awarded Gold in June 2019. The new HE Bill which would introduce the lifelong learning loan entitlement would also cover a cap on numbers and entry requirements.</p> <p>Work continued on the development of a University Centre with Bath Spa in conjunction with June Dennis, who had looked at a number of centres, and a proposal would be reviewed by SMT shortly. One of the key questions was the target market and whether it should focus on 18 year old students who attended NCC or those who did not have a connection with the College. Governors discussed the different options. There were many students at the Sixth Form who were not considering university and they might be encouraged by attending a College that they already knew. The committee were also given an update on marketing, the programme of speakers and the work of the HE Committee with minutes included in the report for review.</p> <p>Governors thanked the Dean for his report and noted the work of the HE Committee.</p>
9.	<p>Westbourne Academy Annual Report</p> <p>The Group Executive Director, Curriculum Development and International explained that there had been a drop in income with the possibility to return to around 80% of target. The junior market had been slower to recover after COVID but bookings were coming in</p>



	<p>from October. There was a shift away from Europe with more students from India and the far East including Japan and Korea. Governors asked whether passports were still required for school groups but they were able to travel in ID cards.</p> <p>Governors asked about the number of student and whether this was changing. Students hours were used to measure this and currently there were 2,818 hours compared with 7,600 in 18-19 pre Covid. The largest number of students were from Switzerland and Colombia with students from Saudi Arabi and Spain in larger numbers. Students had been going to Ireland but now they were coming back to the UK. The Finance Committee would be looking again at the proposal for an additional school in Oxford.</p> <p>Governors were pleased to see the details of the quality assurance processes and there had been progress in the quality of teaching and learning with increased learner choice and new pathways. The work with international agents had led to 15 students coming to study A levels for a year at Attlee. Additionally work with JCP on employability during Covid had helped to develop local links and a commercial offer was in place which helped with both income and diversity.</p>
<p>10.</p>	<p>10.1 Progress against QIP</p> <p>The Group Director of Quality introduced the report which gave a full report on progress against targets. The final report would be considered by the committee in the Autumn. Retention rates were robust and above the national average for all age groups. This was a good indicator of achievement which was at 82.5% for the year to date.</p> <p><u>QIP 1: Improve achievement rates in the following curriculum areas: Construction and Engineering across the Group, Maths FS at HFE, Maths FS across the Group, award qualifications delivered as part of partnership provision</u></p> <p>Considerable progress had been made in construction and engineering which given the staffing situation was down to the hard work of the GCDs and Principal. Achievement rates would be known in the Autumn.</p> <p><u>QIP 2: Improve consistency in achievement between all campuses</u></p> <p>The consistency between campuses was pretty good. There had been poor retention for 16-18s in health and early years and the College had now appointed a good GCD for this area working across the group. At the last monitoring meeting, the team had seen incremental steps in the right direction.</p> <p><u>QIP 3: Improve attendance across the Group to ensure uniformly high rates and close the gap between English, Maths and vocational attendance</u></p> <p>Attendance been difficult particularly in English and Maths. For many, the GCSE resits were not their first choice and it was rewarding to see brilliant attendance at the exams at 93% across the group in contrast to low attendance elsewhere. The Deputy Principals and staff at all levels were working hard to support learners and get them to their exams.</p> <p>Governors asked whether the analysis of the QIP and KPIs was cross referenced with the EDI data to see whether some groups of staff were impacted more than others. The Principal of Tower Hamlets and Hackney confirmed that the same data was used across the group so that it could be analysed to identify any barriers or patterns. This applied to the disciplinary policy where it highlighted if any campus was under or over challenging groups which the Deputy Principals would then review. Governors were pleased to hear about the comprehensive monitoring and the work that was being done to encourage attendance.</p>



QIP 4: Develop consistency of opportunity for learners in internal and external work experience

Work experience was shown as 777 students including T level placements against a target of 767. Governors noted that this was a different figure than the earlier report and this would be checked. It could be due to definition or timing.

QIP 5: Improve teaching, learning and assessment to ensure that there is greater consistency in teaching and learning practice by targeting the few weaker areas of the curriculum

Good progress was being made against this target.

QIP 6: Develop leadership structure to drive improvement at Havering

Work was in progress to integrate curriculum management into the NCC model. Impact would be seen next year but progress had been made.

QIP 7: Improve the target setting for all high needs students to create more specific targets that have measurable impact

This was a minor point which had been addressed quickly following the inspection.

QIP 8: Communication with employers to improve the planning of knowledge and skills for apprentices in the workplace

This was focused in the review form which was used by assessors and how communication was managed with employers. This would be fed back at the next review.

Governors thanked the Group Director of Quality for the comprehensive report and for the work that was going on across the College to make progress against the targets.

10.2 KPIs

There was a comprehensive commentary in the report which gave context for each of the KPIs. There would be an additional update once the achievement data was available. There had been progress in variation, but it was not as good as the College wanted and was rated as Amber. It was confirmed that the national benchmark was for 2019 as this was the last time that exams were taken. Attendance was rated red as discussed under item 10.1.

10.3 Exam update

Governors were reminded that most students were sitting formal exams for the first time and some were anxious and found the process intimidating.

The level of attendance was remarkable given the circumstances. There were around 1500 students in each subject with the English and Maths lead working very hard together. It was pleased to see the results were so similar and it was a good team effort supported actively by the Deputy Principals and Principals. Public exams were not quite finished and even with the strikes there had only been person late outside the permitted time with 100% attendance for all the other exams including Maths A level earlier that afternoon. Governors thanked everyone for their hard work in helping prepare the students for the exams and planning to get them all onsite given the difficult circumstances.

10.4 Tuition Fund

Governors thanked the Principal, Tower Hamlets and Hackney for the paper. The fund was aimed at 16-18 year olds at risk of skills gaps post pandemic. There were restrictions on how input was designed and delivered. It was aimed at those with a grade below 5 in English and Maths and the learner had to come from a post code which



	<p>indicated deprivation. The audit would check to ensure that the learner was in one or both categories to qualify. The paper gave an indication of the scale of offer at each campus with the impact reported next term. It was disappointing that some of the offer around resilience and mental health was not covered.</p> <p>There was a lot of support in place for students, including those taking A levels and this had helped with attendance at exams. The College was using the maximum number of hours possible, but the audit had highlighted that mental health support was not included in the eligible activities. It had been a valuable thing to do even though it was not funded.</p> <p>The CEO explained that it was originally for schools only and that the sector had to lobby for inclusion.</p>
11	<p>Student Governor report</p> <p>The student governors updated the committee. There had been an improvement in attendance on campus with staff encouraging students and making them feel safe. During the tube strike that day, one student reported 100% attendance in both lessons he had attended with some students living a long way from the campus. He had sat a Maths AS exam which had been intimidating. Students he had spoken to were nervous but had been encouraged by their teachers who gave them confidence and motivated them before they entered the exam.</p> <p>Students were interested in environmental issues and there had been some changes made towards the College becoming more sustainable including the use of recycled paper campuses including Havering Sixth Form.</p>
12	<p>Terms of Reference</p> <p>There were no changes proposed to the terms of reference and membership would be kept under review. The Vice Chair asked the committee for views on the size of the committee with six independent members being high in comparison with other committees. Governors discussed how smaller committees such as Audit and Property were effective with fewer members. Governors agreed that a diverse range of experience and skills was as important as the size. It was helpful to have input from the HE sector as this was very different and if the College was moving towards setting up a HE centre, this would be useful. It was agreed that this would be reviewed again in October once the Corporation had recruited new members and a new Chair for the committee had been identified. The committee was reminded to completed the self-assessment to feed into the Board review.</p> <p>Governors welcomed the opportunity to oversee the curriculum planning process and looked forward to hearing more about the work with employers and other stakeholders which was moving more to the forefront of the national agenda. Governors asked to see regular reporting from the CRM system as part of this and advice on what the committee should be monitoring.</p> <p>ACTION – The Group Executive Director, Apprenticeships and Business Development would be asked to report to the committee in the Autumn</p>
13	<p>Governor Visits</p> <p>Governors were encouraged to read the reports from the visits that had taken place over 2021-22. The reports and a register were included on the portal. It would be helpful to review before future visits to follow up on any points noted and feed back to the committee.</p>



14	AOB There were no items of any other business.
	Date of Next Meeting TBC



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