

Chair	Sue Williams QPM
Corporation Members	Labib Aminullah, Paul Crossey (Co-opted), Ruth Gilbert, Marilyn Hawkins (on Teams), Gerry McDonald, Brijesh Patel, Rob Hull (Observer),
Officers	Principal Redbridge & Epping: Narzny Khan Principal Havering: Janet Smith Principal Tower and Hackney: Alison Arnaud Interim Principal: Ian Fitzpatrick Group Director of Apprenticeships and Business Development: Jamie Stevenson (item 6 only) Group Executive Director Curriculum Development and MD Westbourne Academy and Oxford School of English: Richard Surtees (item 8 only) Head of Governance – Havering: Cathy Horne
Apologies	Claire Baker
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, particularly Ruth Gilbert who was attending her first meeting, and introductions were made.
2.	Apologies for Absence Claire Baker sent apologies during the meeting.
3.	Declaration of Interests There were no declarations of interest
4.	Minutes of the Meeting Held on 14th March 2023 The minutes were agreed as drafted.
5.	Matters Arising and Action Points from the Meeting There were no matters arising from the minutes that were not covered by the agenda. All identified actions were in hand.
ITEMS FOR CHALLENGE, MONITORING & REVIEW	
6.	Partnerships, Subcontracting and Employer Engagement Report The Group Director, Apprenticeships and Business Development, informed Members that the achievement rate for apprenticeships was expected to be good. However, it was a challenge to ensure students were 'work ready' and the number of apprentices (206) enrolled to date was disappointing. The pipeline for 2023/24 was positive with 156 starts against a target of 366. Good progress had been made on Industry Placements with 811 students starting a placement against a target of 755. Work experience continued to be a challenge with more people working from home although some progress had been made. Referring to commercial income, he explained that £52k had been achieved against a target of £700k which was disappointing. Progress had been made, including launching two microsites and determining a clear strategy and offer, which would ensure that 2023/24 was more successful. The Group Director commented that commercial activity required 12-24 months to be fully embedded.



	<p>The Strategic Development Fund project, the low carbon lab, had been delivered successfully with 93% of the funds spent within the restricted timescale. Further work would take place developing green skills and digital skills, with NCC leading the LSIF project for Central London Forward. The Chair of the Corporation commented that the Low Carbon Lab was an excellent achievement with a positive launch.</p> <p>The Committee asked how the Accountability Agreement would be monitored and was informed by the Director of Governance that it was included in the business plan to be brought to the Curriculum, Quality and Students Committee each term enabling Members to monitor activity and progress. It was noted that the Accountability Agreement could overlap with the Local Skills Improvement Plan.</p> <p>The Chair thanked the Group Director for his report.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • The Group Director to inform Members what areas required more work placements. • The Director of Governance to ensure that the Accountability Agreement is brought to the CQ&S Committee well in advance of the annual review.
7.	<p>Termly HE Report</p> <p>The Group Principal and CEO summarised the report explaining that it covered new programme validation outcomes, the OIA annual statement for 2022, an HE update, and the approach for developing the HR strategy in 2023/24.</p> <p>Two Foundation Degrees, developed by NCC, in Biomedical Science and Business Management with Entrepreneurship, had been validated by Bath Spa, the College's HE partner subject to certain conditions being met. Both programmes were two-year, full-time programmes combining academic and vocational work-based skills.</p> <p>The annual report from the Office of the Independent Adjudicator summarised the number and outcomes of complaints the OIA had received from NCC college students. Of the four complaints received, three had been withdrawn by the student following satisfactory resolution, and the 4th had not been upheld by the OIA.</p> <p>There were no particular concerns regarding the Office for Students (OfS), however there continued to be policy changes and an increasing degree of regulatory burden. Providers falling below minimum standards were likely to be in scope for a regularity review. There were still no details regarding the Lifelong Loan Entitlement which was a modular scheme.</p> <p>Referring to the partnership with Bath Spa University, the Group Principal and CEO explained that an HE strategy would be considered in the autumn term, with a paper to the Committee in November, led by the Principal, Tower and Hackney. NCC wished to expand its HE provision and establish a clear market position in the complex London higher education market. A Member commented that the College were in a good position to consider new and emerging markets such as Apprenticeship degrees, hybrid degrees and partnering with an American or International provider.</p>
8.	<p>Language Schools Annual Report</p> <p>Introducing his report, the Group Executive Director reminded Members that NCC had purchased Westbourne Academy in Bournemouth in September 2016 and the Oxford School of English in September 2022 in line with the College strategy to grow commercial income from English language schools. Both schools offered commercial English language classes and homestay accommodation to overseas students. Homestays were proving more difficult post-Covid but there were mitigating actions in place.</p> <p>The Oxford School of English was now going through a period of review and restructure which included a review of staff contracts. New premises, close to the existing rented property in central Oxford, had been secured and the move would take place in late</p>



	<p>September. No impact on existing students was anticipated. The new building was much larger and the plan was to grow the school over the next 2-3 years, with part of the building sub-let in the meantime.</p> <p>There had been three inspections at Westbourne Academy since 2016, and the quality of Teaching and Learning was shown to be consistently good. Due to covid restrictions on travel, the academy had not achieved a surplus in the previous two years although it had adapted its work to teach online and to welcome ESOL students.</p> <p>For 2022/23, both schools were on track to exceed their annual surplus target with a gross income of £3.2m and a surplus of £328k. For 2023/24, it was anticipated that the gross income would grow by 25% to £4.3m maintaining a minimum 10% surplus target.</p> <p>There had been a significant growth in the number of 13-17 year-olds at the Oxford School of English, from 80 in 2022 to 270 in 2023. This was expected to continue. Plans were underway for a summer school for approximately 100 13-17 year-olds at the Hackney campus in summer 2024, using the Oxford brand. Responding to a Governors question, he confirmed that young students came with a Team Leader. All staff were level 4 Safeguarding trained and the inspection had confirmed that safeguarding was strong.</p> <p>The Chair thanked the Group Executive Director for his report.</p>
9.	<p>Progress against QIP</p> <p>The Principal Havering informed the Committee that there had been good progress in improving performance in the key curriculum areas identified in the SAR and in developing teaching and learning to improve outcomes.</p> <p>Attendance, particularly for English and Maths, had been RAG rated Red and it was noted that this was an ongoing issue post-pandemic. In response to questioning, the CEO explained that Ofsted would not be concerned by the attendance rate which, whilst below the colleges aspirational target, was still good in comparison to national data and was close to school attendance rates. Whilst English and Maths attendance at lessons was a concern, 95% of students had attended their exams.</p> <p>Amber areas included improving achievement for Construction and Engineering and developing new quality assurance processes. The post of Director of Quality and Data had been deleted, with the quality assurance responsibilities added to that of a soon to be advertised Deputy Principal vacancy. The three campus Principals had also looked at areas of concern not within their own remit.</p> <p>The Committee noted the progress in Health and Social Care and apprenticeships, as well as ESOL, commenting that there was much to be proud of.</p>
10.	<p>Progress against KPIs</p> <p>The Principal Havering reminded Members that the majority of KPIs were related to student outcomes and were reported on at the end of the year. In-year data for consideration by the Committee concerned retention, attendance rates and variance between campuses. The report also contained comments on the additional KPIs agreed for complaints and learner satisfaction.</p> <p>Members were informed that retention was above National Rates which were 88.7% for 16-18, and 91.9% for adults, showing a significant decline against pre-pandemic rates. Retention at NCC currently stood at 92.2% for 16-18 and 95.7% for adults which was slightly below college targets (95% for 16-18, and 98% for adults) and was therefore rated Amber. Variance between campuses had been RAG rated Green and showed a good alignment of quality across the group. The highest performing campus for both 16-18 and adults was Redbridge at 95.5% and 97.1%, with the lowest being Havering GFE at 89.1% and 92.9%.</p> <p>For attendance, currently at 83%, there was still too much variance between campuses, and this had been RAG rated Red. Members noted that the targets were aspirational,</p>



	<p>and the Chair asked whether they should be reconsidered in the light of the changing National Rates post-pandemic.</p> <p>Referring to the LOOP survey which asked students about their perception of their college experience, the Principal Havering explained that it showed high satisfaction for teaching and learning and feeling safe, but highlighted employability and work experience as areas for improvement. The Student Governor commented that he had received good advice but had needed to find his own work experience. Members noted that this was a particular challenge post-covid with more people working from home. The Interim Principal explained that there were more virtual options available but that it was particularly hard to find opportunities for T levels and digital programmes. The data from the survey was explored by students and managers on 15.06.23 and an action plan would be produced as a result. This was then considered by SMT and brought to the Committee as part of the KPI report.</p> <p>The Committee noted that there was 100% completion rate for complaints.</p>
11.	<p>Exam Update</p> <p>The exam period for both A Levels and GCSE English and Maths had been extended by the examining boards to allow students more time to prepare following the pandemic. This had been logistically challenging for the Exams teams and feedback from students and staff was that this had been unhelpful and had extended and increased anxiety. Overall students felt that the papers were fair.</p> <p>Members noted that attendance at A levels was close to 99% which was an improvement on pre-pandemic attendance. Attendance at English and Maths GCSE exams, at above 95%, had been very positive and the gap between campuses had narrowed with approximately 4pp difference between the best and worst attended campuses. Across the group there had been a 1.2pp improvement in overall GCSE attendance.</p> <p>The Committee congratulated the College.</p>
12.	<p>Student Governor Report</p> <p>The Student Governor thanked the Committee for their support throughout his term as a Governor. He added that he had gained valuable insights by being a part of the Corporation which he would take with him. He added that his four years at NCC had been a very positive experience and thanked everyone for their support.</p>
13.	<p>Terms of Reference and Committee Self-Assessment</p> <p>No changes to the Terms of Reference were proposed. All Members were asked to complete the Committee Self-Assessment individually.</p>
14.	<p>Governor Visits</p> <p>Marilyn Hawkins and Sue Williams QPM had visited Epping campus and had been impressed with what they saw and the positive attitude of the students. Notes of the visit were provided on Admincontrol.</p>
CONFIDENTIAL ITEMS – SEE PART 2 MINUTES	
12.	<p>AOB</p> <p>There were no items of any other business.</p>
13.	<p>Date of Next Meeting</p> <p>To be confirmed – Tuesday 17th October 2023 at 5.30 pm</p>

The meeting closed at 7.37 pm

