

Chair	Vivien Bailey OBE
Corporation Members	Steve Hedges, Nikki, Makinwa, Diana Murray, Cynthia Griffiths, Gerry McDonald, Dawn Samwell, Marilyn Hawkins, Rob Hull (Observer).
Officers	Principal Tower Hamlets & Hackney: Alison Arnaud Principal Redbridge & Epping: Janet Smith Group Director, Quality: Ruth Scott Kendrick Paul Wakeling, Deputy Group Principal & Principal of Havering Colleges
Clerk to the meeting	Natalie Watt

Item No	Item of business
PRELIMINARY PROCEDURAL MATTERS	
1.	Chair's Welcome & Opening Remarks The Chair welcomed all to the meeting. The Chair summarised the scope of work for the meeting and emphasised the need for decisions to be made on the proposed SAR grades.
2.	Apologies for Absence None.
3.	Declaration of Interests None received.
4.	Minutes of the Last Meeting Held on 26.9.19 The Chair raised two minor points of accuracy on the minutes, a meeting held with the Principal of Havering Colleges in his role as Safeguarding lead was a teleconference call rather than face to face meeting as implied. (Page 4). The second point was that an Ofsted preparation meeting was planned for the 22 nd November (not September). (Page 4). It was agreed that the Clerk for the meeting would amend the minutes as appropriate and they would be signed by the Chair, post meeting, as a fair and true record of the meeting on the 26 th September 2019.
5.	Matters Arising and Action Points from the Meeting. The Chair informed Governors that she had reviewed the matters arising and was satisfied that outstanding items were addressed on the agenda. Agreed. A Governor raised a query on what data was available for students who do not reach the 42 day (6 week) census date. The CEO advised the Committee that the SMT had commissioned a report to look at the loss of students before this date. Following discussion, it was agreed that this data would be shared with Governors once it had been reported through to the Senior Management Team. The Chair advised the Committee that item 9 would also address questions around the impact of the new enrolment process. Noted. The Chair of the Corporation confirmed to the Committee that the UKCBC position has moved on since the last meeting but that he was advised that an update on this would be provided under item 8 (HE Position). The Chair of the Committee sought confirmation of when a HE Strategy would be presented to the Committee. Following discussion, it was agreed that a HE Strategy paper would be presented to the March 2020 meeting of the Curriculum, Quality & Students Committee.

Item No	Item of business
	<p>ACTION: CEO to distribute the data research commissioned in due course.</p> <p>ACTION: HE Strategy to be presented to the next meeting of the CQ&S Committee.</p>
ITEMS FOR CHALLENGE, MONITORING & REVIEW	
6.	<p>Annual Performance and Self-Assessment Review</p> <p>6.1 Group SAR</p> <p>The Chair introduced the item and pointed out that the Committee's task was to review the report and decide whether it wished to endorse the SAR evaluation and grades and recommend the report to the Corporation for approval. The Chair advised that the Committee should focus on the key strengths and weaknesses to ensure that discussions concentrated on the priority areas.</p> <p>Governors were invited to contact the authors of the report regarding editorial or format mistakes. Governors were advised that a final draft would be edited and proof read before it was presented to the Corporation. Noted.</p> <p>Page numbers below refer to pages in the electronic pack available on Board Intel.</p> <p>As a starting point, the Chair drew Governors' attention to the statement that 'Outcomes that learners achieved as a result of the education that they have received are predominantly good across all campuses, most provision and Directorates'. (Page 20).</p> <p>The Committee's attention was drawn to page 22 and the overall grade profile for 2018-19. Discussion followed on the journey that New City College had been on in the last year, following previous mergers and noting that the merger with the Havering Colleges was only completed in August 2019. Governors agreed that the context and narrative of the journey for NCC had been clearly outlined in the SAR reports.</p> <p>The Chair acknowledged that, whilst much provision is good, the Corporation was still looking for greater consistency across ALL areas of provision. This aspiration was robustly endorsed by the Committee and the Senior Management Team.</p> <p>Discussion followed on the difficulties of using previous years' comparisons due to recent mergers. Governors noted that this historical comparison data could now start to be built up and would become more available now that all foreseeable mergers had been completed.</p> <p>Governors welcomed the picture of improvements in Apprenticeship provision but noted the need for further improvement especially in timely achievement. The Committee discussed the challenging national picture on apprenticeships. The CEO pointed out to the Committee that the integrity of the data used at NCC was excellent and reliable. Governors endorsed this view and expressed their confidence in the data presented.</p> <p>Governors queried whether T levels had been addressed in the SAR. The CEO advised confirmed that they were address in both the SAR and the QIP.</p> <p>The Chair asked the Committee to confirm that they recognised the strengths and weaknesses identified on page 24.</p> <p>Governors noted the levels of improvement in Maths but recognised the need for continued work. SMT acknowledged that a more rapid improvement in Maths had taken place than in English.</p> <p>Governors agreed that the list reflected their understanding of progress during the course of the past year. However they requested that the key areas of improvement should also reflect the need for more improvement in Apprenticeships given this area was graded a 3. Agreed.</p> <p>ACTION: Author to include Apprenticeships as a key weakness.</p> <p>Discussion followed on STEM subjects and the need to focus on consistency and consolidation.</p>

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	<p>ACTION: Principal Redbridge and Epping to review and edit language used and capitalise where necessary to differentiate between College judgements and OFSTED grades.</p> <p>Discussion also followed on the areas highlighted on page 24 regarding the weaknesses in Business and STEM outcomes. The CEO proposed that the SMT would consider more specific subject descriptors to identify where weaknesses lie, eg referring to accounting services rather than Business.</p> <p>ACTION: Curriculum/qualification area descriptors to be reconsidered to clarify areas where performance needs further improvement and or where there are concerns.</p> <p>Discussion followed on the need for more systematic monitoring of vocational performance. The CEO confirmed that it was intended that best practice would be shared across the group.</p> <p>The Chair directed Governors' attention to the impact of actions identified on page 25 of the pack. Detailed discussion followed on Apprenticeship outcomes, noting that 64.4% referred to overall achievement and 54.2% to timely achievement, ie within the planned timeframe for individual learners.</p> <p>ACTION: To update the narrative as requested above.</p> <p>Discussion followed on the timeliness of outcomes and the need for experienced assessors. The Principal of Redbridge and Epping Colleges confirmed that following a reduction in sub-contractors that the group was able to exercise greater quality control. Governors discussed the challenges in apprenticeships and acknowledged that some legacy issues remained.</p> <p>Governors discussed the attendance table on page 26 and noted the improvement across the board. Governors were reminded that this data had been reported through the year and that attendance was tracked across NCC. Governors also discussed the challenging targets set, but endorsed their support of ambitious stretch targets.</p> <p>Detailed discussion followed about the impact of the much improved attendance at GCSE examinations on overall achievement rates. It was noted that, if GCSE achievement rates were removed from the frame, achievements overall would still have improved.</p> <p>The Chair drew the Committee's attention to the implementation information on pages 29 and 30.</p> <p>The SMT confirmed their confidence in the integrity of the systems in place. Governors discussed the difficulties of dealing with lagged data and clarified the key points at which updates would become available throughout the year. The CEO confirmed that national rate data would be presented, when available, for comparison.</p> <p>The Committee noted the good and excellent work being undertaken on personal and career development across NCC. Discussion followed on what a positive destination was and the interpretation of outcomes on page 33. The Committee noted that T levels were addressed in the SAR at page 44. Governors sought an update on how induction had been delivered and its potential impact.</p> <p>Debate followed on the need for clarity on performance last year against this year. The CEO confirmed that the research requested would be used to unpick what actions had the most impact on student retention.</p> <p>Leadership, Management and Governance sections were discussed in detail. The Committee asked for inclusion of information on the engagement undertaken by Governors during the year, and noting the positive impact this had on Governors' learning and understanding of their role and their knowledge base on which they could challenge the SMT.</p> <p>ACTION: The Principal of Redbridge and Epping agreed to review this section in light of the Governors' comments and feedback.</p>

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	<p>The Committee discussed what makes an outstanding college and how this can be achieved. There was a consensus of agreement that consistency of performance across the board combined with evidence of sustainability of improvements was essential.</p> <p>The Chair noted that the external Governance Review would also be considered when available to support any conclusions reported in the Governance section of the Group SAR.</p> <p>ACTION: Chair and CEO to review content in the Governance section in light of the external review when published.</p> <p>The Chair sought the Committee decision on the overall grade profile on pages 22.</p> <p>The Committee unanimously endorsed and RECOMMENDED for APPROVAL to the Corporation the NCC Group SAR, confirming its strengths, areas for improvement, overall grade profile and contents with minor amendments as discussed.</p> <p><u>6.1 & 6.2 Havering GFE College and Havering 6th Form College.</u></p> <p>The report was presented by the Deputy Group Principal and Principal of Havering Colleges. The Committee were advised that the report had been written in the same format as an Ofsted Report. The CEO confirmed that in future years the same format would be employed across all NCC Group.</p> <p>The Principal of Havering Colleges, informed the Committee that the self-assessment report for 2018/19 took into account that the Havering Colleges had been federated in their last year pre-merger, and included an overall combined set of judgements at the beginning, before considering the two colleges individually .</p> <p>The Committee noted the tables on pages 60,61 and 62. Governors discussed the scope of A levels identified under the key areas for improvement for Havering Sixth Form College. Following debate, Governors emphasised the need to ensure that the report should reflect the style and descriptors of those used in the NCC Group Self-Assessment report. Governors also noted the importance of ensuring that the consolidation still enabled problem areas to be easily identified. Agreed.</p> <p>ACTION: Principal of Havering to work with the Principal of Redbridge and Epping to edit the document using descriptors consistent with NCC Group SAR for areas of the curriculum and qualifications.</p> <p>The Principal of Havering Colleges informed the Committee that since the publication of the report the Apprenticeships grade had been amended and was now proposed as a grade 3. The Chair drew Governors' attention to page 65 of the pack and the list of areas for improvement for Havering College. Discussion followed on the evidence of strong partnership working.</p> <p>The Committee discussed the differing approaches in place pre-merger across the colleges. The CEO confirmed that the SMT were working hard to harmonise as much as possible, as quickly as possible, using best practice across the Group.</p> <p>The Committee discussed the paragraph on Governance on page 60. It was noted that the tenses used needed to be reviewed to ensure that the evaluative statements used clearly reflected the role of the governance in place during academic year 2018/19, rather than now. The CEO confirmed that the current governance structure etc. would be reflected in the actions identified in the Quality Improvement Plan (QIP) which focused on 2019/20.</p> <p>ACTION: Principal Havering Colleges to review the Governance of the Provider section on page 20 to ensure it was an accurate reflection of what was in place for 2018/19.</p> <p>ACTION: The Principal was also asked to review page 82 to ensure the tables matched those previously presented earlier in the report. It was noted that HE provision was outside of the scope of these SAR's.</p>

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	<p>The Committee revisited the key strengths and improvements. The Committee noted that there was some inconsistency in the comments and judgements reported under the data tables. It was proposed that these comments either be standard for all data tables or removed.</p> <p>ACTION: Principal of Havering Colleges to review commentary accompanying data tables (Example on page 94 – see gender comment).</p> <p>The Chair drew the Committee’s attention to page 104. She pointed out that the proportion of A level leavers at the SFC was 41% of the total. The achievement rate for A levels was -11pp compared to the national rate quoted (91%) and the ALPs value added score of 7 was not strong. She asked for comments from the Principal of Havering colleges about the Grade 2 awarded for the Quality of Education.</p> <p>The Principal of Havering explained that he expected the national rate for 18/19 achievement rates when available would be significantly lower than that currently in use (the 17/18 rate), because of the changeover to two year A levels. The 17/18 rate was based on one year A level outcomes. The Committee accepted the explanation behind the grading for Quality of Education. The Principal of Redbridge and Epping proposed that pass rates also be included to improve transparency on the gradings proposed. Agreed.</p> <p>ACTION: Principal of Havering Colleges to include pass rates in this section of the report.</p> <p>The Committee requested that the Governance section also be amended as per the Group SAR to reflect the positive level of Governor engagement in the Colleges. Agreed.</p> <p>ACTION: Principal of Havering Colleges to reflect the above comments on Governor engagement and Governance for 2018/19.</p> <p>The Chair referred the Committee back to the gradings on page 60. It was noted that apprenticeships were now being reported as a 3.</p> <p>The Chair sought input from the Governor present who also served on the Local Havering Board and the CQ&S Committee.informed the Committee that the Havering Local Board had been unable to discuss the SARs for the two colleges in any detail as they had not been finalised at the time of the most recent meeting.</p> <p>It was agreed that, as the Local Board was unable to recommend an overarching combined grade for 2018/19, the introductory section combining the grades would be removed and separate gradings would be reported to the Corporation.</p> <p>ACTION: Principal of Havering to prepare separate front sheets with individual grades recommended for each Havering College.</p> <p>The Committee APPROVED the recommendation of the SAR reports and associated grades for Havering GFE College and Havering Sixth Form College subject to the above amendments.</p> <p>6.3 KPI's 2018/19</p> <p>The Committee noted performance against the KPI's for 2018/19. The Committee acknowledged the challenging targets set for the previous year and where these had been missed. Following discussion, it was agreed that despite some targets not being achieved, aspirational and ambitious performance indicators should still be set for the coming year. Noted.</p> <p>It was noted that the development of value added measures for NCC Group was a key area for development in 2019/20.</p> <p>The Committee RECEIVED the Report.</p>
7.	<p>2019-20 In Year Monitoring</p> <p>7.1 Quality improvement Report</p>

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	<p>The CEO confirmed to the Committee that all the actions identified in the SAR report had been carried over and consolidated to form the basis of a Group Quality Improvement Plan.</p> <p>Further detailed work, to underpin the plan, was ongoing to ensure that all colleges within the group could achieve and standardise where possible to maximise consistency.</p> <p>The Committee RECEIVED the report and recommended its APPROVAL to the Corporation.</p>
8.	<p>Termly HE Report *This item is subject to a confidential minute.</p>
9.	<p>Termly Sub-Contractor, Partnership & Employer Engagement Report The report was presented by the CEO. The CEO confirmed that there were currently no sub-contracting arrangements at Havering 6th Form College. The report covered, Tower Hamlets, Redbridge, Hackney and Epping Forest Colleges. The Committee were informed that all outcomes from these areas were reported in the SAR reports, as per the previous agenda items. The CEO confirmed that the report related to the current academic year only, 2019/20.</p> <p>Discussion followed on the rationale behind sub-contracting and the associated risks and mitigating factors. It was noted that subcontracting had significantly reduced against previous years. The CEO drew Governors' attention to the list of providers that NCC worked with on page 166 of the pack. It was noted that several of these were legacy arrangements predating mergers.</p> <p>The Committee RECEIVED the Report.</p>
10.	<p>Termly Safeguarding Report</p> <p>The report was presented by the Deputy Group Principal and Principal of Havering Colleges. The Committee were informed that AMBER ratings were largely caused by a delay in the release of software. AMBER rated areas were expected to be GREEN by the end of the year.</p> <p>Governors sought confirmation that the new guidance issued in September had been included and considered. In response to a question, the Principal of Redbridge and Epping campuses informed the Committee that there were no new areas, but an increased focus on abusive peer on peer behaviour.</p> <p>The Principal of Redbridge and Epping outlined some of the changes. The Committee requested that a short briefing paper identifying the changes be presented to the next Committee. Agreed.</p> <p>ACTION: Principal of Havering Colleges to prepare and circulate a briefing paper on the implications of the new legislation relating to safeguarding issued in September 2019.</p> <p>The Chair of the Committee noted the scope and breadth of the issues of safeguarding addressed in the report. She noted the progress made by the Safeguarding Lead (Principal of Havering Colleges) and the Group Safeguarding Committee, in addressing difficult new issues now facing colleges. She commended an impressive report and expressed her reassurance at how the colleges were seeking to tackle as far as possible the issues facing students and staff.</p> <p>The Committee noted the variance in the number of reports, for example, on mental health, between the colleges. Discussion followed on the differences in the issues reported across the colleges.</p> <p>The CEO confirmed that significant work was underway to achieve consistency of reporting and approach across the group. The CEO and the Chair, as Safeguarding Lead Governor, confirmed that all information is considered alongside the student LOOP survey.</p> <p>The SMT confirmed that there will be further harmonising of reporting during the coming year. The Chair (Safeguarding Lead Governor), confirmed that she was kept advised of all cases relating to safeguarding. The Principal of Havering Colleges confirmed that the one outstanding significant case from 2018/19 had been resolved.</p>

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	The Committee RECEIVED the Safeguarding Report and recommended that it be submitted to the Corporation for information.
11.	<p>Ofsted Preparation Update</p> <p>The Chair informed the Committee that the planned session on Ofsted Preparation had been cancelled. The CEO confirmed that he would be approaching Governors again with a view to agreeing a date before Christmas.</p> <p>Discussion followed on areas of focus for the coming year. Following feedback on the level of scrutiny of quality at the Local Havering Colleges Board it was agreed that the terms of reference and development of the Havering Board, within the structure needed clarification. It was agreed that this would be an area of focus in the Spring Term.</p> <p>ACTION: Review of the Havering Local Committee and Terms of Reference in partnership with the local Havering Board.</p>
12.	<p>Governor Visits Report (Oral Update from Chair)</p> <p>The Chair confirmed that she had circulated a set of guidance notes for Governors to use when visiting curriculum areas in colleges in the Group. It was reported that 2 Governors were booked to visit Epping College and two were booked to visit Hackney College before Christmas.</p> <p>The Chair thanked the Committee for their efforts in this area.</p> <p>The Committee RECEIVED the update.</p>
13.	<p>Committee Review of Impact of Governors</p> <p>The Chair confirmed that the completed form for 26 October 2019 meeting had been circulated with the last set of papers and that she would be completing the paperwork for this meeting. Noted.</p>
14.	<p>AOB</p> <p>The Clerk requested that Governors do their best to confirm attendance for the December Corporation meeting and flagged up that advance travel and attendance arrangements may be needed, if train strikes take place. Noted.</p>
15.	<p>Date of Next Meeting</p> <p>10th March 2020 at 5.30 pm Tower Hamlets College - Poplar</p>

Agreed as an accurate record of the meeting

Signed.....

Date: