

Chair	Vivien Bailey
Corporation Members	Steve Hedges, Cynthia Griffiths, Gerry McDonald, Dawn Samwell (Observer), Rob Hull (Observer)
Officers	Principal Tower Hamlets & Hackney: Alison Arnaud Principal Redbridge & Epping: Janet Smith Group Director, Quality: Ruth Scott Kendrick Group Director Communications: Ruth Lomax
Director of Governance	Fiona Chalk

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PRELIMINARY PROCEDURAL MATTERS	
1.	Chair's Welcome & Opening Remarks The Chair welcomed all.
2.	Apologies For Absence Diana Murray, Nikki Makinwa
3.	Declaration of Interests None received.
4.	Minutes of the Last Meeting Held on 11.6.19 The minutes were signed as a true record.
5.	Matters Arising and Action Points from the Meeting. <p>Safeguarding: The Chair confirmed that she is the governance lead for safeguarding and has met with PW who has responsibility for Safeguarding across NCC, to discuss the NCC strategy for implementing and monitoring safeguarding. She confirmed all incidents are being reported to governors. She is satisfied with the actions taken by the college in relation to reported incidents. A full Safeguarding report for 2018-19 will come to the Board this month. Two governors still need to do safeguarding training – Director of Governance is monitoring.</p> <p>Ofsted: A small group of governors are meeting on 22nd September to discuss Ofsted preparation.</p> <p>Applied General Qualifications: Achievement rates and progression rates have improved and will be detailed in the final SAR. Some comparison data is not like for like as qualifications do change. Governors asked if there are national benchmarks? Yes, but they are a year lagged so not always reliable as one qualification could be more difficult than it was the previous year.</p> <p>Governor Visits – a new programme is being developed for this academic year and most governors have expressed an interest in participating.</p>
ITEMS FOR CHALLENGE, MONITORING & REVIEW	
6.	Interim Year-End achievement rates. See attached presentation. <p>Management confirmed that the data is extremely clean and reliable. This report takes 3 separate systems into account – NCC, HSFC and HCFHE. Next year they will all be on one system which will make reporting easier.</p>

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	<p>Achievement rates: All campus achievement rates are converging (within 2pp) and still on an improving trajectory, both for each campus and for the group as a whole – repeated mergers have not distracted from quality improvement. Epping campus has shown the biggest improvement of over 13pp. This confirms the findings of the Ofsted monitoring visit in June. Hackney 16-18 achievement has improved by 13pp. Campuses are at or above provider achievement rate. Governors congratulated the Principals and their deputies who have achieved significantly well by bringing about these improvements.</p> <p>Havering 6th Form college achievement rates have improved by 5pp over the last 2 years, despite the A Levels getting tougher and changing to 2-year courses. Havering GFE college rate has improved by 7pp over the last 2 years for 16-18s and over 3pp for 19+.</p> <p>The staff have done a great job through pressures of extra workload around the merger, and have continued to ensure improvement of outcomes for students. Ensuring good attendance at exams has also helped the achievement rates.</p> <p>Headlines for each campus were noted. There is good practice in many campuses which can be shared across the group to meet the challenge of continuing to sustain and improve a Good college. English and Maths still need improvement across some campuses, but are Outstanding at the Havering Sixth Form college. HSFC E&M achievement has improved by 14pp over the last two years.</p> <p>The Maths gap in achievement between campuses was 17pp last year, but is now just 6pp. Due to merger, the campuses are at different stages of improvement, hence the gaps. However, quality assurance processes are having an impact at all campuses.</p> <p>National rates show benchmarking against colleges of a similar size. Governors asked if we are able to see how NCC outcomes compare to those of other providers in this area? NCC outcomes can be compared to similar FE providers using national rates (NR), but outcomes cannot be compared directly to those of other providers such as schools. Value added measures are the best way to show students' achievement, but it is more difficult to work the available value added systems in FE colleges, compared to in schools and 6th Form colleges.</p> <p>Student progress scores are in the top quartile for both English & Maths. Value Added for BTECs are in the top quartile nationally. This value added rating is now being incorporated into the group MIS service in order to monitor it more closely.</p> <p>Achievement by qualification type was noted. A Level results are disappointing; they form only a small part of the group provision, but the college is focused on each individual learner's achievement. STEM is an area of weakness and there is a retention issue for learners who did not move to their second year of A level study when the provision moved to Attlee Academy.</p> <p>Governors stated they are keen to see the marketing of success stories and the upward trend of achievement. Enrolment has not achieved its growth figures at Attlee this year, but it will be given at least another year to bed down and demonstrate improvement. This is a key area for improvement, alongside engineering (motor vehicle) and business (especially accounting) and will be focused on in the QIP.</p> <p>Partnerships' (subcontractors') overall achievement is good at between 91% and 95.5%.</p> <p>In summary, governors noted:</p> <ul style="list-style-type: none"> • Overall achievement rates continue to improve across the College Group • Significant improvement of achievement at Epping Forest and at Hackney • Overall achievement rates at Redbridge continue to improve and are outstanding • Achievement rates at Tower Hamlets are highest on record and at 89.7% are just below outstanding • 16-18 English is good across the group at 7.1pp above NR but is poor for adults at 2.9pp below NR across the group. Outcomes are not yet consistent between campuses with Redbridge performing very well but Hackney requiring improvement. Appropriate placement of identified 'at

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	<p>risk' groups is a key priority for the new academic year. GCSE Grade 4 and above achievement for adults will be a focus across the group in 19/20</p> <ul style="list-style-type: none"> • Maths provision across the group is good with all qualifications now above National Rate including GCSE 9-4 grades. The gap between highest and lowest performing campuses has reduced by 6pp despite an improvement at highest performing campus. Hackney has improved overall by 11pp in one year. • ESOL, Science, 14-16, ICT and Prep for Life and Work all remain strong overall,
7.	<p>QIP Progress Report 2018-19</p> <p>Governors noted:</p> <ul style="list-style-type: none"> • the content of the QIPs for NCC and Epping, and that the outcomes for all targets have either been met or exceeded except High grades Maths at Epping . • NCC E&D forum noted issues with LAC achievement. Principals confirmed that reporting was not satisfactory; this has now been improved to provide a more accurate picture of LAC outcomes. LAC students at Epping attend and perform as well as their peers, and their outcomes have been well reported. • At Epping, there is a considerable drop in disciplinaries and exclusions , relating to a policy of higher expectations by staff. <p>Attrition after enrolment has been about 800 this year. This includes a significant number who enrolled to use NCC as a backstop, many of whom the college has never seen. This is about 10% of students and similar to last year. This shows the competitiveness of the London market.</p> <p>Governors thanked staff for the clear summaries of issues, actions and impact in the QIPs. The management and leadership and quality improvement in action are clear to see, eg the identification of incorrect evaluation of learning walks at Epping, leading to further training for observers. The matrix system of management is proving its value and will continue to reduce the differences in achievement between campuses and bring them all up to at least national achievement rates.</p>
8.	<p>Self-Assessment Timetable Report</p> <p>Governors noted the process for developing the SAR. The curriculum SARs are developed from the bottom up i.e. through course reviews, curriculum area SARs that then feed up into Directorate, campus and then the whole college SAR. The main moderation activity takes place through October and November ready for the deadline for Governors signing off the completed SAR in December 2019. The quality improvement team, Senior Curriculum Managers, Group Curriculum Directors the Principals and CEO are all involved in the moderation of the SAR at each level before the grades and judgements are agreed overall. This is to ensure that the judgements are accurate, sufficiently evidenced and make sense when extrapolated across the College as a whole. Once the SARs have been signed off, the three Principals, Deputies and the Group Director for Quality Improvement will use the content to produce the whole college SAR and campus specific summaries.</p> <p>The Group Director for Quality Improvement will co-ordinate with the Quality Nominee (Janet Smith) to ensure the whole College SAR is compelling and coherent for submission to CQ&S 26th November 2019. CQ&S will be requested to recommend the final SAR to the Corporation Board in December 2019.</p> <p>The separate 2019 SARs at NCC and Havering will incorporate the new Ofsted EIF themes, including the focus on curriculum matters, such as curriculum intent, implementation and impact; this will include responsiveness to employers and stakeholders, and schemes of work. SARs will also include comments on preparation for T levels. Planning for T Levels is progressing and the college is working with the ETF on staff development. Planning of student numbers and staff preparation is taking place and funding matters are being considered at national level. NCC will start with Early Years provision.</p>

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	<p>The draft SAR for Havering is going to the Local Board on 11th November. The Local Board's comments on the Havering SAR will come to CQ&S in November, for any further necessary scrutiny. The following year, there will be one joint SAR.</p> <p>The committee resolved to recommend to the Corporation this approach and plan for the SAR.</p>
9.	<p>Enrolment & Induction Report</p> <p>As at today, 9250 16-18 students are enrolled, which is about 35 students under this year's allocation. R04 is the funding return point at which learners become funded. The overall income from this stream is £48.5 million, which is secure for 2019/20, however the shortfall will impact 2020/21.</p> <p>Adult enrolments, while it is too early to have a clearer picture, the enrolments are currently higher than planned at this stage. The Adult position will be reported at the December Committee in more detail. The overall income from this stream is £17.7 million.</p> <p>The Apprenticeship targets which are profiled with starts all year, will be reported at the December meeting in more detail. The overall income from this stream is £3 million; the strategic direction for 2019/20 was to reduce the level of subcontracting on the Apprenticeship provision.</p> <p>Demographic is at its lowest point this year. Havering has 4500 students which is significant in one Borough, although this is below target. This is a strong position given the Borough has 18 schools, 6 of which have sixth forms. Some provisions have moved campus i.e to Redbridge which has affected enrolment. This has had positive impact on some provisions but affected others negatively. 'Right student, right course' has been stringently held i.e. 46 A level applicants have been refused due to prior attainment which does not meet NCC entry criteria.</p> <p>Induction activity is now complete and was focused on settling students into College and persuading them that they had made the right choice in choosing NCC.</p>
10.	<p>Student Voice Reports Annual Student Complaints Report</p> <p>The NCC complaints policy and process was approved by Governors in 2018/19. Currently there is a separate complaints policy and process for the Havering Colleges. This will be reviewed in the spring term 2020 to make sure of a single policy and process moving forward. The NCC policy sits within the Quality suite of policies, while the administration is undertaken through Customer Services. One of the key objectives of the college's complaints policy is to support continuous quality improvement. The report summarised some specific changes or improvements made to the learner experience as a result of the complaints process in 2018/19.</p> <p>133 formal complaints were received across New City College in the 2018/19 academic year. It is important to note that no NCC complaints were forwarded to the Office of the Independent Adjudicator in this time period (The independent body which reviews student complaints related to higher education.) The college is obliged to report on these, and we have reported a 'nil return' for this period.</p> <p>Of the above, nine complaints were appealed and escalated for review by the Principal. Of these, four appeals were upheld. Three appeals were rejected. Two appeals are outstanding and closed due to the learner not taking the appeal forward.</p> <p>The following impact on the learner experience as a result of the complaints process in 2018/19, was noted:</p> <ul style="list-style-type: none"> · Review of course delivery, course no longer offered. Refunds issued to students. · On-line booking exam system improved and guidance notes communicated to teachers. · Support for individual learners: Arrangements implemented for learner to continue with studies; Learner receives necessary extra support in order obtain full certification; improved collaboration between course and inclusion teams; reasonable adjustments and enhanced action and support plans put in place; improved consistency of initial assessments. · Review of process for recruiting for hair / beauty models. · Faulty equipment identified and repaired.

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	<ul style="list-style-type: none"> · Additional disabled parking spaces identified. · Catering contractor better-supports special dietary requirements. <p>All complaints were reviewed against gender, age, ethnicity, disability etc. to note if there were any group of students being disadvantaged, and other non-white students were noted as being disadvantaged. Management are seeking to remedy this.</p> <p>Governors asked:</p> <ul style="list-style-type: none"> • Why Hackney has a higher level of complaints? Some recording methodology differences and an area of curriculum with a high level of complaints historically. Also, staff took a stricter line with student behaviour this year at Hackney, which has led to more complaints i.e. students complained about being challenged for being late. • Are there any issues with students with learning disabilities? No, not this year. Last year there were some, so some processes have been changed eg relating to transport for these students. • Do management collect compliments? No, but we will put this in place and record. <p>Student Loop Survey Report</p> <p>Learner Voice is very important to governors. The LOOP survey is an annual event which includes learners of all ages. It is externally run and underpinned by a series of training days which seek to focus on honest but constructive feedback. New City College hosted 5 training days across the group in 2018-19 – all facilitated solely by LOOP staff -across Attlee Academy, Epping, Hackney, Redbridge and Poplar (Tower Hamlets). The intent is to keep feedback as independent and honest as possible by removing college staff from the process.</p> <p>524 students gave feedback on their experiences of New City College this year.</p> <p>Learners who took part came from a broad section of the group's provision: 14-16, A-levels, Accounting, Art and Design, Business and Economics, Catering, Childcare, Computing, Construction, Engineering, English, ESOL, FEYA (16-18 ESOL), Hair and Beauty, Health and Social Care, IT, Maths, Media, Motor Vehicle, Music, Science, Sport, Travel and Tourism and Vocational Explorer (SEND)</p> <p>NCC rated highly on:</p> <ul style="list-style-type: none"> • Teaching (+2pp), • Safety (-10pp but safeguarding receiving a 4* rating from 61% of learners- up from 57% last year.) • Support (-4pp). <p>These are consistent strengths for the group and were each cited last year. Additionally, NCC performed well on:</p> <ul style="list-style-type: none"> • Learning Facilities (+2pp) - • Practical learning (+4pp) only concern is that they would like more. <p>NCC rated less well on:</p> <ul style="list-style-type: none"> • Social facilities (-3pp) • Catering (-16pp and poor) • Links with Community and Business (-11pp) <p>Actions and recommendations for Safety, Mental Health Support, Social Space, Catering and Work Experience/ links to employers for 19/20, were noted.</p> <p>Governors asked if the college has a strategy for links with community and business? The new Director of Apprenticeships and Partnerships is tasked with oversight of these links. Management will also see to further engage with governors and their links into the community and business. Currently working with the National Careers Service looking at employability skills as a residential course. Management are working further to get employers into the college to shape provision. Students always want more opportunities to link with the workplace, and the college is working to achieve this. Some curriculum areas do this really well, so there is an action plan to improve this area and get consistency.</p>

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11.	<p>Review of HE Provision</p> <p>Governors noted an update on the following HE matters:</p> <ul style="list-style-type: none"> • Progress with HE CQ&S 2018-19 action plan and action plan for 2019-20; This shows the development with Havering HE provision. • Progress with Office for Students (OfS) registration action plan; - Enhanced work on academic governance is taking place. • Update on partnership provision (UKCBC) and proposed arrangements; SEE CONFIDENTIAL MINUTE • OfS has been into the college to discuss this and received considerable assurance. • Higher Education Committee (HEC) minutes and effectiveness review; The reframing of this with Havering provision has taken place. The minutes and effectiveness review were noted by the committee. The Terms of Reference for HEC were discussed • ILR 2017-18 audit outcomes; • Teaching Excellence and Student Outcomes Framework (TEF). <p>The Committee expressed their thanks to JH and JS for this large area of work successfully undertaken.</p> <p>Governors requested that Corporation receive a paper on a proposed HE strategy.</p> <p>The Committee resolved to recommend to Corporation ToR for HEC.</p>
12.	<p>Committee Terms of Reference</p> <p>The College successfully achieved OfS registration and is now on the list of higher education providers officially recognised by the OfS. The OfS imposed no specific ongoing conditions, however, in common with other providers the OfS did identify specific enhanced requirements. An action plan to address the requirements has been developed, which includes amendments to be made to the CQ&S ToR as follows:</p> <ul style="list-style-type: none"> • Refer to the Higher Education & Research Act 2017: • Include 'To receive and discuss an annual self-assessment report with recommendations on the effectiveness of the Higher Education Committee (HEC)' • Include 'To receive HEC meeting minutes' <p>The Committee resolved to recommend to the Corporation, the CQ&S ToR.</p>
13.	<p>Committee Impact Assessment Review</p> <p>Last meetings' impact statements were noted and the Chair will complete one for this meeting.</p>
14.	<p>AOB</p> <p>External Review of Governance – governors to complete the circulated questionnaire please.</p> <p>Student Achievement Awards evening - The chair noted the following points from the evening:</p> <ul style="list-style-type: none"> • the amazing achievements of the students, often in very difficult circumstances • the warmth and joy with which all managers and staff celebrate these • the care taken to acknowledge each student's individual 'journey', and reward them at a high-quality event • the inclusiveness of the event, in terms of campus representation, and levels of study/types of achievement • the presence of three local mayors, an MP, and representatives of sponsors and other local organisations. <p>It was lovely to see a great deal of care and attention to students. Management thanked governors for the significant number who attended.</p> <p>Date of Next Meeting 26.11.2019 at 5.30pm at Tower Hamlets campus</p>

Agreed as an accurate record of the meeting

Signed.....

Date: