

Chair	Vivien Bailey
Corporation Members	Nikki Makinwa, Steve Hedges, Dawn Samwell, Diana Murray, Cynthia Griffin, Marilyn Hawkins, Ryan McLean, Gerry McDonald, Rob Hull (Observer)
Officers	Principal Tower Hamlets & Hackney: Alison Arnaud Principal Redbridge & Epping: Janet Smith Deputy Principal: Paul Wakeling Group Director, Business Development: Jamie Stevenson Group Director of Quality - Ruth Kendrick
Apologies	N/A
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
3.	Declaration of Interests Rob Hull declared an interest in the HE future strategy as he had become a Governor at De Montfort University in August 2020.
4.	Minutes of the Last Meeting Held on 22 October 2020 The minutes were agreed as drafted.
5.	Matters Arising and Action Points from the Meeting. The action points were covered in the agenda
ITEMS FOR CHALLENGE, MONITORING & REVIEW	
6.	<p>Annual Performance and Self-Assessment</p> <p>6.1 NCC SAR</p> <p>The Chair explained that this was a key document and the committee's role was to ensure they were content with the findings and to recommend the grades to the Corporation. It set out overall effectiveness and covered areas of strength and those where improvement was required.</p> <p>The Principal of Redbridge & Epping introduced the paper. It described a full year of the College and the journey that it had been on through challenging circumstances. The College had made good progress maintaining and improving provision. The College had made the assessment that it was good across the board. The only area where it had not judged itself as good was Apprenticeships.</p> <p>Key strengths were highlighted in all sections. Strong and effective leadership by an experienced team which took a student-centric approach had delivered outstanding and</p>

sustained improvements in the legacy college. Rapid improvement had been seen in under-performing colleges which had joined NCC. Both Hackney and Epping had seen a second year of good results in challenging circumstances. Outcomes at the Sixth Form had improved, and matrix management would be extended across the Havering campuses to drive further improvements. English and Maths results were outstanding across all age groups which had been achieved by extending the good practice from Havering Sixth Form. There had been a significant improvement in outcomes at Attlee and work continued to improve retention.

The College had a wide curriculum offer in response to student and local employer needs and covered 14 of the 15 SSAs. Teaching and Learning was high quality which supported learners and developed their skills. Excellent classroom practice had been translated into highly effective online learning. High needs support was excellent with support offered to all students throughout the lockdown. The College offered support to all students for mental and physical well-being which helped to build resilience. There was an ethos of tolerance and the College celebrated identity which improved the behaviour and confidence of students.

Governors asked a number of questions about the performance at Havering GFE. The performance of all campuses fed into the overall grade but there were specific issues at Havering, relating to Covid, which had led to a significant decrease in outcomes. There were a large number of students who did not achieve the Functional Skills qualification and others taking construction and engineering courses had not been able to complete due to delayed assessment. A number of adults had not completed and had not returned. The introduction of the matrix would allow for more consistent practice which should drive improvements. Governors were struck by the number of students enrolled at the College and the leadership team had done a good job to support staff and students through a very difficult year. The Havering Local Board had looked at the outcomes in some detail and additional data from the Deputy Group Principal had satisfied governors that the evidence was there to support an overall grading of good. Construction outcomes were weak across the group and with a large proportion of the students studying at Havering, this had an additional effect of performance.

The Principal of Tower Hamlets & Hackney agreed that performance was weak and explained that learners who would have achieved in a normal year had not done so. The awarding body had changed its mind in relation to adapted and delayed qualifications and this had been compounded by Covid. There would be a review across the group to identify where change was needed, and the management restructure should help to support improvements.

The Chair agreed that the additional scrutiny by the Havering Local Board was helpful and it was reassuring to hear that the additional data supported the overall grading. It was important to look at the balance of qualifications and the impact of delayed assessment on outcomes. The introduction set the context for the College with a third of adults in receipt of benefits and a third of young people qualifying for free school meals. The College served a number of disadvantaged areas which had been adversely affected by Covid.

The CEO explained that this was an honest assessment of performance and that there had been a significant impact on outcomes this year. The process to assess grades had been robust and although there had been an increase in outcomes, this was significantly less than in schools and in the sector as a whole. It had been a challenging time with some students still needing to sit an exam to complete their vocational qualification. The management team stated that more could be done but the calculated grade process had been extremely time consuming for managers who had to close down each course. It was difficult to separate the impact into issues that were due to Covid and others which were related to curriculum management but the College was clear about what it needed to do to get things right. The QIP set this out very clearly.

The CEO commented that the Apprenticeship outcomes were disappointing with some weak partners who were no longer part of the provision. This supported the decision that the College had taken to bring all apprenticeships in house. A small number would continue with Croydon College but they would be managed closely. The achievement rates nationally were low at around 60%. The Principal of Redbridge & Epping explained that the results from the framework apprenticeships were close to the national rate but the new apprenticeship standards required an end point assessment and even before the pandemic, achievement rates were in the 50-60% range. The final SAR would include destinations which would be useful to support marketing. For 16-18s this would include a breakdown of universities. Adult destinations were harder to track this year with some people furloughed, but the College was working hard to get this information

OKN1 operated as a Learning Company and had been impacted by Covid. It was not financially viable and was currently closed. The aim was to reopen once the lockdown ended for Christmas trade. Additional information on results and comparisons with previous years would be added to the final SAR.

Governors discussed the leadership and management section (p39 of the pack) which looked at why some subjects performed better on different campuses. The aim was to reduce this variation over time but this had widened in some areas during the year. This was covered in the QIP which was clear about the action required. The reference to the Havering Local Board (p42) should be strengthened. The data on p44 supported the overall grading and improvement could be seen in 16-18 achievement over the three-year period. There was a small decline in 19+ achievement. There was a large number of entry and Level 1 students who had done extremely well and had been insulated from the impact of the pandemic which was to be commended. There was also a clear recognition of the areas for improvement.

Governors stated that the report was positive and that the Senior Management Team had done an excellent job to secure good outcomes this year. No amount of risk planning could have predicted what had happened and clear action was identified to improve weaker provision which was important. The Committee were satisfied that the data supported the overall grading.

The Committee recommended that the Corporation agree the SAR for the year.

6.1.1 Minutes of Havering Local Board

The Chair of the committee commented that the minutes had given the committee assurance that the Havering outcomes and data had been reviewed thoroughly and that it supported the SAR. The Chair thanked the Local Board for their work.

6.2 KPIS 2019/20

The Group Director, Quality joined the meeting. Attendance had been reported to March and it had increased by 3.9% across the College. An ambitious target had been set for the year and all managers were working hard to continue to improve attendance. Governors commented that it was pleasing to see an improvement at Hackney. The recent CPD day had looked at ways to improve and record engagement if there were another period of online learning. Governors asked whether attendance was low after lockdown but most students were very pleased to be back on campus and did not want to stay at home.

The KPIs were predominantly green with achievement for adults at 87.1% below the national rate. This had been broken down by level, curriculum area and campus to ensure that appropriate action could be taken. A number of courses at the Havering GFE campus had been affected disproportionately by the lockdown including construction, engineering, accountancy and functional skills. Achievement at Tower Hamlets had exceeded target and destinations for adults were positive.

	<p>The committee had discussed apprenticeships in detail in relation to the SAR. The target was 60% which was the national rate. The Group Director, Quality explained that the implementation of the matrix should help across the College by bringing together a wider group of professionals who could support areas to embed good practice. The aim was to bring consistency across each SSA. Good leadership was an intrinsic part of the process and the College was fortunate to have a strong group of Principals to lead this work.</p> <p>The improvements were a result of hard work over a number of years. Sustained improvements had been seen at Epping and the Sixth Form had improved. Hackney continued to improve at a slightly slower pace and Tower Hamlets continued to see improved outcomes. The CEO was confident that similar improvements would be seen at Havering GFE and the targets set out in the 2020/21 QIP should support this process.</p>
<p>7.</p>	<p>2020/21 In-year monitoring</p> <p>7.1 QIP report 2020/21</p> <p>The targets were set around national rates and took account of outcomes in 2019/20. They would be stretch in some areas but were achievable. There would be monitoring of performance at each campus to show any variation which was new for this year and would need further development. The expectation was that any variation should be less than 5%. The C, Q and S meeting in March would look at this in more detail.</p> <p>The CEO explained that SMT were looking at the detail behind the targets and how improvements would be measured. It was important to ensure that improvement in one area did not have a negative impact elsewhere. The Chair asked whether the targets were too ambitious, and governors asked whether they were achievable in the current climate. It was important to be ambitious and to continue to make improvements but there was recognition that it became harder to improve at the same rate. The Principals wanted to set challenging targets to ensure that standards and quality continued to rise. They were keen to be aspirational but recognised that circumstances might prevent achievement in all areas. There was a recognition that the economy might not improve and that this might have a knock-on effect.</p> <p>The Deputy Group Principal explained that there was a robust system in place to measure value added using the DFE data and ProAchieve to track all students although there would need to be some changes for those who arrived with no achievement data. The system would allow targets to be differentiated but they would be set for all students. The Chair explained that the QIP set seven targets for the key areas for improvement and the committee would review progress over the year. Some had been carried forward from 2019/20 due to Covid. Governors asked about value added (QIP 2) and what the priority areas were for 2020/21. There had been good performance by students with both high and low prior attainment and work was needed to support those with average prior attainment, particularly at Attlee.</p> <p>Governors discussed opportunities for work experience (QIP 5) and asked about the impact on the Learning Companies. The CEO explained that OKN1 was currently closed but would reopen for Christmas trade. Valuable work experience, in a commercial environment, was provided for students. The College were keen to make the model work and to extend it to other areas such as the nurseries. Providing work experience for T levels was a challenge due to the number of hours required. The Group Director, Quality confirmed that SPAG no longer featured as reports from the exam boards no longer commented on this as an area for improvement. The Chair of the Corporation suggested that this should be brought out more in the SAR.</p>

	<p>Governors discussed the delivery of work experience given the current economic circumstances. There was a team in place at the College who were working hard to provide opportunities but it required a willingness from business to deliver. Many offices stood empty and this was potentially an issue for those qualification which required extended work experience.</p> <p>The Committee recommended that the Corporation agree the QIP targets for the year.</p>
<p>8.</p>	<p>HE Update</p> <p>8.1 HE Strategy The College had a preferred partner and would begin due diligence to look at entering a long-term partnership for HE provision. Both senior management teams had been involved in the meeting and there was a clear desire from both sides for a partnership. Governors asked about curriculum areas that the potential partner did not deliver. The CEO explained that there was the option to deliver this in conjunction with another partner but that the majority of the curriculum was aligned. This would be addressed as part of the due diligence process. Governors believed that this could offer some important progression routes for learners and could build on the College’s strengths. It would be important to ensure delivery of provision to not rely on a long or complex chain. The HE strategy set out the aim of developing a faculty within the College and this would be a key area for discussion.</p> <p>The Committee agreed that due diligence should take place with the preferred partner</p> <p>8.2 HE termly report Governors had seen the report which covered activity over the last term. The account management review had taken place but as the College was not continuing with the provider there was no further action to take.</p> <p>The Chair asked the Principal of Redbridge & Epping to pass on governors’ thanks for the report and the work that continued to support all HE students.</p>
<p>9.</p>	<p>Termly Subcontracting, Partnership and Employer Engagement Report The report covered outcomes for 2019/20 which had been discussed as part of the SAR. Young women at the Orthodox Jewish provision were not able to access the internet and had not been able to complete which had impacted on outcomes. Access to Music were being supported to improve their outcomes and there was a new manager in post to support this work. Covid had had a big impact on apprenticeships across the board. Governors commented that they had experience of working with Bromley by Bow in the past. It was confirmed that outcomes from the partnership with Activate sat with them rather than NCC.</p> <p>150 learners had started a work experience this term and another 206 were due to start in January. The teams all worked together to share contacts and the College used their own supply chain to secure additional placements. Governors thanked the Group Director, Business Development for his clear paper.</p>
<p>10.</p>	<p>Induction Survey (taken before item 8) There was a 30% completion rate so far for the survey which would run until the end of the month. Students reported feeling safe in College and were happy with the measure that had been taken to make campuses safe. They didn’t like travelling home in the dark after classes. There had been additional security in place at a number of campuses to help with managing mask wearing and ensuring students left the site once classes ended. A summary would be provided for the committee once the survey closed.</p>

	Action - Group Director, Quality to provide a summary
11.	Ofsted Preparations The College awaited conformation of when visits would recommence. They were working with a group of colleges in Yorkshire to share feedback from the pilot visits.
12.	Governor Visits Good progress had been made last year and Governors were keen to restart the programme when it was safe to do so. Online meetings might be the way forward in some areas but it was important for Governors to be able to visit and find out more about provision. The report was noted.
CONFIDENTIAL ITEMS – SEE PART 2 MINUTES	
13.	Confidential minutes of the meeting 22.10.20
14.	Safeguarding termly report
15.	AOB The CEO wanted to express his thanks to all those involved in processing almost 40,000 qualifications. The final day for submission of R14 was today with the final deadline in 5hrs time and this had been a tremendous achievement. The Chair endorsed this and the Corporation would formally recognise the hard work of all those involved at its meeting on 5 November.
169.	Date of Next Meeting 16 March 2021. The meeting closed at 7.50pm

Agreed as an accurate record of the meeting

Signed.....

Date: