

|   |  |
|---|--|
| <b>Chair</b>  | Vivien Bailey OBE  |
| <b>Corporation Members</b>                          | Labib Aminullah, Cynthia Griffin, Marilyn Hawkins, Steve Hedges, Gerry McDonald, Sue Williams QPM, Rob Hull (Observer)   |
| <b>Officers</b>                                     | Principal Redbridge & Epping: Narzny Khan<br>Principal Havering: Janet Smith<br>Group Director Apprenticeships & Business Development: Jamie Stevenson (item 7 only)<br>Dean and Group Director of Higher Education: Mark Smithers (item 8.1 only)<br>Group Executive Director Curriculum Development: Richard Surtees (item 9 only)<br>Group Director of Quality: Ruth Kendrick<br>Head of Governance – Havering: Cathy Horne   |
| <b>Apologies</b>                                    | Lily Sims, Alison Arnaud   |
| <b>Director of Governance</b>                       | Elsa Wright  |
| <b>Item No</b>                                      | <b>Item of business</b>  |
| <b>PRELIMINARY PROCEDURAL MATTERS</b>               |  |
| 1.  | <b>Chair’s Welcome &amp; Opening Remarks</b><br>The Chair welcomed everyone to the meeting, particularly Labib Aminullah, attending his first meeting of the Committee as Student Governor.  |
| 2.  | <b>Apologies for Absence</b><br>Apologies were received from Lily Sims and Alison Arnaud.  |
| 3.  | <b>Declaration of Interests</b><br>There were no declarations of interest  |
| 4.  | <b>Minutes of the Last Meeting Held on 23<sup>rd</sup> November 2021</b><br>The minutes were <b>agreed</b> as drafted.   |
| 5.  | <b>Matters Arising and Action Points from the Meeting</b><br>There were no matters arising and all actions were either complete or part of the meeting papers. The Chair of the Corporation commented that he was keen for Governor visits to start up again. The Chair added that after recent pressures, it had been important for staff and managers to be able just to get on with the job for a few months, but she agreed that it would be good to restart visits in the near future.<br><br><b>ACTION:</b><br><ul style="list-style-type: none"> <li><b>Governor visits to be added to the action plan</b></li> </ul> |
| <b>ITEMS FOR CHALLENGE, MONITORING &amp; REVIEW</b> |  |
| 6.  | <b>Ofsted Feedback</b><br><br>The Chair commented that it was important for the Committee to congratulate the senior team, quality team, all staff and students on the result of the Ofsted inspection. It was gratifying that inspectors confirmed that the Self-Assessment Report was accurate. The Ofsted report showed that the Committee had correctly placed confidence in the integrity of the quality improvement plan and process, and their impact. The Chair thanked everyone involved in improvement activities for their creativity and determination.  |

|                  |   |
|------------------|---|
|                  | <p>The Principal Havering confirmed that the small number of actions taken from the Ofsted report had been added to the Quality Improvement Plan (QIP). In response to questioning, she confirmed that the outcome of the Inspection had made a positive difference to staff morale, particularly at the Sixth Form where staff had felt unsettled after the grading issue of the previous summer.</p>  |
| <p><b>7.</b></p> | <p><b>Partnerships, Sub-contracting and Employer Engagement Report</b></p> <p>The Group Director Apprenticeships and Business Development explained that, for 16-18 subcontracting, retention rates were high at 99.9% with a predicted achievement rate of 94% against a target of 95%. This provision had been covered by the Ofsted inspection and had received good feedback, including about benefit to the community. The QIP had been updated to reflect the action points.</p> <p>Referring to the Adult Education Budget (AEB), the Director explained that the in-year achievement rate was now 92% and good progress had been made. There were no areas of concern. The contract with NGTC would be terminated following their recent grade 4 on their direct Apprenticeship contract (not related to their provision on behalf of NCC). Remaining funding would be distributed to existing partners.</p> <p>There had been 257 apprenticeship starts this year. The pandemic continued to have a negative effect on the numbers of new starts, as many people are still working from home and therefore can't take on an apprentice. Employer visits were taking place.</p>   |
| <p><b>8.</b></p> | <p><b>2021-22 In Year Monitoring</b></p> <p><b>8.1 Termly HE Report</b></p> <p>The Dean and Group Director of Higher Education confirmed that the UKCBC contract had now come to an end, with students' work verified and with Pearson for certification. The Committee expressed its thanks to the team for their careful work in this area.</p> <p>The relationship with Bath Spa University was progressing well and all other providers were being phased out. A consultant had been engaged to consider proposals for a University Centre. Questions included where the Centre might be, who the market was and what the curriculum might look like. A report would be brought to both CQ&amp;S and the Corporation. Three of the Bath Spa degree programmes were already running with an additional two beginning in September.</p> <p>The Office for Students (OFS) was consulting on how it would monitor quality. The Committee noted that, against the three main measurements proposed, retention and completion were above the threshold but that progression, at 52%, was below the benchmark of 60% and work was required to improve this.</p> <p>The Chair welcomed the NSS action plan which had been requested by the Committee, commenting that satisfaction rates had improved although resources were still of concern. The Committee noted the actions.</p> <p><b>8.2 Progress against Curriculum KPIs</b></p> <p>The Group Director of Quality confirmed that retention rates were good across the group and above the national benchmark, although adult retention was slightly below the College stretch target. Variance between campuses was RAG-rated Green and showed good alignment of quality across the Group. Attendance rates, at 85% across the group, had dropped slightly. There was too much variance between campuses and was RAG-rated Red as a key area for intervention.</p> <p>Various methods of assessing learner voice were undertaken and would be reported on later in the meeting. The data provided for the Learner Voice KPI related to the Term 2 Survey on Teaching, Learning and Assessment. The Committee noted that there was no benchmark for the learner voice KPI but the data provided interesting findings. 2020/21 had included online learning, staff and student absence, increased levels of anxiety, and disengagement from learning. There were specific issues at Epping, which received the lowest rating, in Construction, Health and Social Care, and Early Years with actions in</p> |

place to remedy them. The Committee welcomed the improvements at Hackney which had resulted in the highest learner voice score of 4.4/5.  
Complaints KPI: complaints had a 100% completion rate to deadline.

### **8.3 Progress against QIP**

The Principal Havering reminded Members that the QIP brought the areas for improvement identified in the SAR into one document. Targets were added and the QIP was updated throughout the year, demonstrating progress and impact. Following the Ofsted inspection, two additional actions had been added around target-setting for high needs students and communication with employers to ensure apprentices develop work-related skills and knowledge in a timely way, ensuring progression to completion.

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

In-year retention was good overall at 95.6% with significant improvement in the identified areas.

QIP 2: Improve consistency in achievement between all campuses

The committee noted that the difference between retention rates for the best and worst performing GFE campuses was 2.3%. When the Sixth Form was included, the difference between all campuses increased to 5.3% which was due to the two-year A Level programmes. The Principal Havering explained that the use of SMART targets was an area being considered, exploring the best methods for setting targets and measuring learner progress.

QIP 3: Improve attendance across the Group to ensure uniformly high rates and close the gap between English, Maths and vocational attendance

Significant intervention actions were in place to improve the gap between vocational and English and Maths attendance which was currently 6%. Following a short discussion during which the Student Governor was asked to leave the room, the Committee briefly discussed matters relating to confidential staffing issues. It was **AGREED** that in future there should be an opportunity on the Part 2 agenda to discuss any such staffing issues.

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

Existing employer links were being utilised to increase work experience opportunities. Working from home had had a negative impact. T level placements had been developed across most curriculum areas with 507 students beginning a T Level placement against a target of 767.

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

The Committee noted that two rounds of learning walks had taken place and that the Teaching and Learning Lab had been developed as a hub for support and development. A research project was underway encouraging attendance at English and Maths lessons.

QIP 6: Develop leadership structure to drive improvement at Havering

A structure for curriculum management had been agreed and was in the process of being rolled out but it was too early to monitor impact.

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

Progress was being made but it was too early to monitor impact.

|                   |  |
|-------------------|--|
|                   | <p><u>QIP 8: Communication with employers to improve the planning of knowledge and skills for apprentices in the workplace</u></p> <p>Communication with employers was taking place however it was too soon to monitor the impact of the actions in place.</p> <p>The Chair noted that the QIP was a working document, commenting that it provided a good insight into actions and progress.</p> <p><b>ACTION:</b></p> <ul style="list-style-type: none"> <li>• <b>Include an agenda item in the confidential Part 2 of every meeting for the discussion of confidential staffing issues.</b></li> </ul> <p><b>8.4 Learner Voice Update</b></p> <p>The Group Director of Quality reminded Members that learner voice was captured through a range of sources. The report compared the results of two surveys of learners' experience of Teaching, Learning and Assessment carried out in January 2021 and January 2022. There had been face to face discussions with 2742 students as well as a further 747 students who completed their feedback online. Students in areas identified for improvement - Construction, Engineering, Health Care and Early Years - had been specifically targeted helping to inform the overall view. Students at all campuses and across all Directorates had completed the survey with the results being in line with the evidence seen by Ofsted. The average rating for campuses was 4 out of 5 with only Epping being below this at 3.7. For Directorates the ratings ranged from 3.5 – 5 with incremental improvements for all except Health Care and Early Years which remained the same as October 2021.</p> <p>The Group Director confirmed that extensive feedback had been provided to managers and improvement actions were in place. The Student Governor commented that he agreed with the assessments made, particularly teachers who explained content well and the need to improve the resources on the VLE.</p> |
| <p><b>9.</b></p>  | <p><b>Curriculum Review</b></p> <p>The Group Executive Director Curriculum Development explained the aims of the Review which were set out on page 2 of the paper. He confirmed that the process was driven by both internal and external factors. In response to a Member's comment that it would be helpful to see the economic picture, including growing sectors in East London, he confirmed that this would form part of the presentations at the Strategy Session on Thursday 17 March where Members' views would be sought. Members were informed that the curriculum review was a process with multiple strands being gathered together to inform the final recommendations. The Director of Governance would send a link to Members showing the full Review report to date, which had more background information, for them to read before the Strategy day.</p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• <b>All Members to read the report in preparation for the Strategy Session on 17 March 2022</b></li> </ul>   |
| <p><b>10.</b></p> | <p><b>Student Progress and Destinations Report</b></p> <p>The Chair welcomed the report which showed that 98% of 16-18 students had progressed to positive destinations. There had been a significant increase in the number of students progressing to high tariff universities with no negative impact from the grading issues in 2021.</p> <p>It was noted that, whilst the college was now better at collecting progression data, it was still more difficult to collect for adult learners than for young learners. Whilst 79% of adult learners had progressed to positive destinations, Members were informed that, of the remaining 31%, many were already in work, or not looking, whilst others could not be contacted as their details changed.</p>   |

|  |  |
|--|--|
|  | Actions included a continued focus on improving the in-college progression of existing learners, particularly those at Level 1 and 2. Work had begun in tutorials, by placing high expectations on learners to progress. |
| <b>CONFIDENTIAL ITEMS – SEE PART 2 MINUTES</b> |  |
| <b>11.</b>                                     | <b>AOB</b><br>There were no items of any other business.   |
| <b>12.</b>                                     | <b>Date of Next Meeting</b><br>21 <sup>st</sup> June 2022 at 5.30 pm   |

*The meeting closed at 7.47 pm*