

# MINUTES

<b>Directorate:</b>	<b>Governance</b>	
<b>Minutes of:</b>	<b>Quality Curriculum and Student Committee</b>	
<b>Date:</b>	<b>21 November 2019</b>	<b>Time: 4.00</b>
<b>Venue:</b>	<b>Executive Meeting Room, Uxbridge Campus</b>	
<b>Present:</b>	Mariann Rand-Weaver (MRW)	Governor (Chair)
	Melissa Bridge (MB)	Staff Governor
	Darrell De Souza	CEO/ Group Principal and Governor
<b>Apologies:</b>	Paul Walker (PW)	Governor
	Dylan McTaggart (DMcT)	Deputy Principal
<b>In attendance:</b>	Pat Carvalho (PC)	Deputy CEO/ Principal Harrow College
	Tracy Reeve (TR)	Clerk to the Corporation
	Jo Withers (JW)	Exec Dir, Employer Services & Partnerships <i>(item 6 only)</i>

## 1. Apologies for absence

Apologies had been received from Paul Walker. The Chair (MRW) welcomed all to the first meeting of the 2018/19 academic year, especially the new Staff Governor, Melissa Bridge. The Clerk confirmed that Karen Tyerman had resigned from the Corporation since the last QCS meeting. MRW expressed concern that although the meeting was quorate there was a lack of external scrutiny. It was agreed that this was an exceptional situation as QCS usually provided strong external challenge to the College management team. The Clerk (TR) agreed that it should be considered whether the QCS Committee needed strengthening in terms of membership although the current situation would be resolved when the current vacancy was filled. TR confirmed that a replacement for Karen Tyerman had been identified and would be appointed at the next Corporation meeting in December 2019.

## 2. Notification of any urgent items members may wish to raise under Any Other Business

There were no other items notified.

## 3. Notification of Interests Members may wish to declare relating to any item

There were no interests declared.

## 4. Minutes of the TL&A Committee meeting held on 25 June 2019 at Uxbridge College

The minutes were approved and signed by the Chair.

## 5. Matters arising from the minutes of the meeting, 25 June 2019, not on the agenda

There were no matters arising that were not already on the agenda.

## 6. Discussion Items:

### 6.1 Educational Landscape

The meeting noted a strategic overview paper as the College moved into the third year post-merger which had been considered at the recent Governors Strategy Day in October 2019. Governors were reminded that it was likely that the College would be subject to a full Ofsted Inspection in 2019/20. MRW sought clarification on whether any future Ofsted Inspections post

# MINUTES

2020 would cover the Institute of technology provision; DDS confirmed that Ofsted would look at the level 3 provision within the IoT with the OfS being responsible for scrutiny of the level 4 and 5 provision. The key priorities and points of note were noted by the meeting as follows:

1. Staffing stability: securing specialisms; staff KPIs; unified purpose and direction
2. Further development and implementation of HCUC values and response to staff feedback
3. Purposeful promotion of HCUC as a unified force – internally and externally
4. Capital projects – specifications and timeliness; financial implications; maximising the gains – learner recruitment, learner experience and quality of provision
5. Marketing strategy to maximise profile of major projects – Institute of Technology (IoT), T-levels, Mayors Construction Academy, devolution of the Adult Education Budget.
6. Major curriculum projects – shaping future direction of HCUC
7. Extending Employer engagement and collaborative partnership work – to deliver the various curriculum projects, including growth in Apprenticeships; role of West Met Skills
8. HCUC ability to access subject specialists within high demand subject areas.
9. Maintaining *high performance standards* whilst showing an *increased level of responsiveness and ambition*, without either adversely affecting the other
10. Understanding the relative merits and impact of institutional size on both quality of provision and financial health & whether a certain size is proving to be the most effective.
11. Examine high level IT strategy to ensure future fitness for purpose including IT infrastructure, digital-learning and specifications for new build e.g. HE level IoT
12. Effective Governor and Non-Executive Adviser operations, liaison and communications between the Governing Body and the Stakeholder and Scrutiny Committees (SSCs).

The meeting discussed the future use of blended learning platforms within the curriculum; one for engineering courses had recently been demonstrated at the AoC conference. It was confirmed that the College would probably need different blended learning solutions for different curriculum areas.

***The detailed report on the Educational Landscape was NOTED.***

## 6.2 Curriculum Developments and Opportunities

The Deputy CEO (PC) presented this report which gave the meeting a clear update on current partnerships and project working that HCUC was involved with.

*West London Institute of Technology:* The meeting noted that recruitment on the level 4 and 5 IoT provision was currently at 139 against a target of 149. Recruitment on all levels of IoT programmes was at 306 against a target of 272. The meeting was assured that the IoT capital build project at the Uxbridge Campus was on schedule and within budget. PC gave the meeting an update on autumn term 2019 activity on the IoT development. The meeting noted the detail of the marketing work which was now of crucial importance to the success of the IoT. This would include a specific website, and a marketing plan to reach target groups including under-represented groups. The meeting noted that there would now not be any national marketing until spring 2020 so local marketing would be even more important. The meeting noted that detailed work was now being undertaken on developing the necessary IT infrastructure of the IoT; the College was working with Fujitsu on this.

*Mayor's Construction Academy (MCA) Hub:* The meeting was reminded that HCUC was part of the MCA Hub lead by Ealing, Hammersmith and West London College and was the primary delivery partner. The challenge for the Hub would be to increase engagement with smaller, construction sub-contractors and meet under-represented group targets. Initial feedback from the GLA has been positive on the work of the 'MCA Hub' but there was more work to do on several areas of the provision

# MINUTES



including: increasing the percentage of female learners; increasing access to work experience; and increasing sustained employment outcomes (defined as 6 months plus) as a destination for learners.

Newton Construction Centre (GLA Capital Project): This project was completed to meet the deadline of September 2019 enrolment and recruitment had been 288 against the target of 250. The bid for funding to introduce a gas workshop for 2020/21 was noted.

Armstrong Capital project – Digital and Skills for Work Academy: This project was currently on schedule for completion by September 2020. This would enable the college to develop and market clear digital pathways from 2020/21 e.g., cyber security, T level. It would also support an increase in adult provision, in particular ESOL to enable progression to higher levels, including IoT, and employment. Recruitment on digital provision across HCUC for 2019/20 was 264 against the target of 283.

Devolved Adult Education Budget: The meeting noted details of the GLA's Innovation Fund Prospectus 2019/20 for delivery from January 2020.

T Level programmes: Governors were reminded that HCUC would be delivering the first T Levels at Uxbridge College from September 2020 – the only FE College in London to be granted permission to do so. Provision would be: Digital and the Early Years Education T Level (from September 2020) and Digital at Harrow and Science and Health Science at Uxbridge (from September 2021). Governors commended the College for ensuring that it was in the forefront of curriculum reforms. The meeting was reminded that Substantial Industry Placements (SIPs) of 45-60 days would be a key mandatory element of each T-Level. The meeting noted that HCUC would receive £62,500 Early Adopter Development Funds for this work.

Capacity Development Funding (CDF): PC confirmed that the College had now been awarded CDF for round two (CDF2) for 2019/20. This funding was to help providers prepare to support young people to achieve their SIPs. The target for 2019/20 was for 431 students to complete a SIP. (See agenda item 6.4 for more detail.)

Level 2 Transition Programme: This was being run by the AOC with The Challenge on behalf of the DfE. The programme would be a study programme specifically designed to support those at Level 2 who were not yet ready to progress to a T Level but who had the potential to do so. (See item 6.4 on the agenda for more detail).

Apprenticeship Delivery: The meeting was reminded that discussions at the recent Governors Strategy Day in October 2019 had led to the SLT agreeing to explore or implement the following actions in relation to improving the quality and outcomes in relation to WBL:

- Human Resources Action Plan to attract and retain staff.
- Recruit an 'enhanced Business Development Consultant (BDC)' to increase engagement with larger employers to meet increasing targets. This would respond to the need to focus on levy paying employers.
- Implement a blended learning delivery approach resulting in a more agile curriculum.
- Creating a distinct 'Apprenticeship Technical School' to bring innovation and drive that leads to growth linked to the IoT.
- Remain mindful of BREXIT's potential negative impact on investment by employers.

***The Curriculum Development and Partnership Report was NOTED***

## 6.3 West Met Skills Report

The Executive Director, Employer Services & Partnerships (JW) joined the meeting to present the West Met Skills update report. The meeting noted an update QAR Report for West Met Skills covering curriculum and Work Based Learning (WBL). The meeting noted that HCUC overall and

# MINUTES



timely achievements 2018/19, as predicted in year, had settled 1.8% above the national average at 70.5%. Timely achievements also improved but, as predicted, were still below the national average (NA) by 2.7% at 56.9%. The meeting was assured that this would remain an Area for Improvement (Afi) for 2019/20. There would also be a continued focus on ensuring the effective management of functional skills, robust IAG and strong support for the younger learners across HCUC.

Uxbridge overall achievement was 0.8% above the NA at 69.5%. Areas requiring significant further improvement where retention fell below the national averages were noted as; Early Years, Health and Social Care, Intermediate Motor Vehicle and Engineering. Uxbridge timely achievement fell short of NA by 3.7% (55.9%). The learners from Early Years, Health and Social Care, and Motor Vehicle carried a legacy of functional skills related delays in their achievements.

Harrow overall achievement at 78.8% was 10% above the national average based on 33 learners. High performance was noted from Early Years, Creative and Digital Media and the new Lab Technician Standards. The low learner numbers and retention factor for the intermediate Accounting and Business Admin apprenticeship resulted in the intermediate level falling below the national average by 7.2%. Harrow timely achievement at 69.6% was also 10% above national average; all apprenticeships achieved by their end date with the exception of 1 advanced level Early Years learner.

2019/20 Starts: The meeting noted the apprenticeship recruitment data overall for HCUC and by individual college.

Recruitment continued to be strong and slightly increased compared with the prior year (mainly at Uxbridge). Year to date in 2019/20 across HCUC there had been 87 levy apprenticeship starts at 45 employers and 136 non-levy apprentices at 127 employers. Current vacancies were largely within Early Years, Dental Nursing and Health and Social Care (Uxbridge); and Childcare, Health and Social Care, Electrical installation and Accounting (Harrow). There were a number of candidates interested in Engineering but JW confirmed that larger employers, particularly in the engineering sector had either withdrawn vacancies or were waiting until the outcome of the general Election and Brexit was known. The College was looking to widen existing partnerships to maximise recruitment opportunities. JW informed the meeting that 67% of the new starts 2019/20 year-to-date were on the new Standards (rather than 'frameworks').

2019/20 Predictions: The meeting noted that HCUC apprenticeship retention was currently 3% lower than at the same point in the previous year (Uxbridge was +2% but there had been a greater loss at Harrow mainly due to a loss of Early Years learners when they were withdrawn by their employer). The current predictions for WBL success data 2018/19 were noted as:

- Harrow: overall achievement in range 43.8% - 60.9% and timely within 29.0% - 59.7%.
- Uxbridge: overall achievement in range 71.2% - 81.6% and timely within 50.1% - 79.9%.
- HCUC: overall achievement in range 67.3% - 78.6% and timely within 47.0% - 76.9%.

The meeting was given assurance that the proportion of learners falling below the minimum standard threshold of 40% was deemed acceptable under current ESFA guidelines.

Employability: The meeting noted that YTD 2019/20 HCUC had delivered 16 courses to 139 learners. Recruitment was very positive with an increase of 100 enrolments from the same point in 2018/19. The detail of the current recruitment activity was noted by the meeting, which included strong referrals and recruitment for UC Hayes courses via Jobcentres, local community organisations and training providers, including Belina Consulting's GRoW Project, Twining Enterprise, Prospects / Shaw Trust, National Careers Service, Catalyst Housing, Greenford Job Fair and Harrow Council Job Fair. Future recruitment growth was also expected through links Pathways London for Hayes initially and Harrow later on. Recruitment at Harrow College was slow but improved on the prior year. Harrow Jobcentre continued to be very reluctant to engage fully and effectively; anecdotal evidence suggested that this was usual behaviour for this Jobcentre, HCUC was not being singled out. JW informed the meeting that links were being developed with Brent Jobcentres in Wembley and Harlesden to generate

# MINUTES

Harrow College referrals. The meeting noted that the delivery team was continuing to maximise progressions for learners.

*Employer Partnerships and WBL Development work:* Details of the strong ongoing partnership work from West Met Skills was noted by the meeting including the following:

- *Intu Uxbridge Shopping Centre:* HCUC had worked in partnership with Hayes and Uxbridge Jobcentres to deliver Intu's "Retail Gold" programme designed to encourage local residents to apply for retail work within the shopping centres' tenant businesses. This has been a success with 25 learners supported through the 3 Retail Gold programmes delivered over the past 8 months. The meeting was pleased to note that 9 learners (36%) were now in work and 7 learners were working in retail (28%).
- *UC - Construction Training Centre:* 'Hard Hat Ready' programme, funded by London Borough of Hillingdon. To date 99 learners had been supported and 79 learners had passed the CSCS Card. The College destination data was that 37 of these learners were in work in the construction sector. Moving forward this training would be offered in partnership with Build Training in Hayes after POS Training stopped offering the service to HCUC.
- *HCUC – Mayor's Construction Academy (MCA) Hub Partner:* recent work had included developing a 'Women into Construction' programme in partnership with West London College's MCA Hub Co-ordinator, Build Training in Hayes and local Jobcentres. Berkeley Homes had also conducted talks for female construction learners and provided a mini project for IoT students.
- *London Borough of Hillingdon S106 'Logistics Employment Gateway':* The meeting noted that £51,000 was available for delivering training and job search support to local Hillingdon residents. This was for them to find work in the Logistics sector in and near to Heathrow in partnership with an airport training and recruitment provider, Airconsulteam. HCUC would deliver the training and help place learners into jobs. JW highlighted that this work was awaiting final sign off by London Borough of Hillingdon Council which was expected by the end of November 2019, with delivery to start soon after.
- *Proud to Care, i-Care Ambassador:* Skills for Care-led partnership of health and care employers and colleges aiming to retain health & social care learners within the sector. This involved i-Care Ambassadors from health and care employers going into schools and colleges to talk to learners about the benefits of working in the sector. However, this was unlikely to continue as no funding was available for co-ordination and administration of the project.
- *North West London Health & Care Partnership:* HCUC was one of five college partners working with hospital trusts and care employers to increase recruitment into the industry. The plan was to deliver a Sector-Based Work Academy model including employability skills, digital skills and elements of the care certificate, together with a 5-day work placement.
- *AAT Partnership with AAT and Harrow Council:* Initial discussions with the Association of Accounting technicians (AAT) and Harrow Council to provide Adult Education Budget (AEB) funded AAT qualifications to Harrow residents.
- *Harrow Council Skills Escalator:* Initial plans to support Harrow Council's Skills Escalator to up-skill classroom assistants.

***The update report for West Met Skills was NOTED and RECEIVED***

## 6.4 Technical Levels and associated projects

The meeting noted a paper outlining the T Levels, Capacity Development Fund, Transition fund and related projects.

*T Levels:* Governors were reminded that HCUC would be delivering the first T Levels at Uxbridge College from September 2020 – the only FE College in London to have been granted permission to do so. The College was aiming to ensure that it was in the forefront of these curriculum reforms by developing clear strategies and ways of working which will inform future practice. Uxbridge College was due to start delivery of the first Digital T Levels and the Early Years Education T Level in

## MINUTES



September 2020 and both curriculum teams were awaiting programme specifications to be released. The College was meeting DfE requirements by submitting termly implementation plans (TLIPs) and by engaging with the Professional Development Consultant (PDC). The College would then go on to deliver further T Levels from tranche two in September 2021: the second Digital T level (Digital Business Services – Data Technician) at Harrow and Science (Laboratory Technician) with Health Science (Pharmacy Services) at Uxbridge. The meeting discussed the Substantial Industry Placements (SIPs) of 45-60 days, which were a key element of each T Level; students would be unable to achieve their qualification without this element having been completed.

Capacity Development Fund:

The meeting was reminded that HCUC did not bid for round one of the T Levels Capacity Development Funding for 2018/19, but had benefited from lessons learned from national CDF1 pilots and HCUC's own internal pilot 2018/19. The College had now been awarded Capacity Development Funding for round two (CDF2) for 2019/20. This funding was available to help providers prepare to support young people to achieve their SIPs; HCUC will receive c£531,000 CDF2 in 2019/20, which has to be spent in-year. The meeting was reminded that the target for 2019/20 was for 20% of the eligible cohort - 431 students - to complete a SIP. This target would be split 175:250 HC: UC and targets had been allocated to curriculum areas across HCUC. DM highlighted that there had been some recent appointments to key roles to ensure that the College was well placed to meet our CDF2 targets and to develop the approach to work placements. QCS Committee noted that Working Knowledge (an external partner) had been engaged to work alongside College teams to support HCUC in building capacity and make the step-change required to secure high volumes of SIPs. A further external partner, Navigate, would provide an App to support learner tracking and data reporting on work experience across HCUC.

Teaching Regional Improvement Project (TRIP):

The meeting noted that HCUC had been successful in a bid to run a Teaching Regional Improvement Project (TRIP) as the lead of 4 partners. The delivery of TRIPs was part of the extensive Continuous Professional Development related activity run by the Education Training Foundation (ETF) on behalf of the DfE. The HCUC project was for completion by February 2020 and was aiming to research ways in which teaching should be developed in light of T Levels requirements. It would focus on the link between industry placements and curriculum delivery and assessment. The Chair highlighted the ever-increasing focus on pedagogy under the new Ofsted Education Inspection Framework (EIF).

Transition Project:

In June 2019 the College agreed to participate in the development of the Level 2 Transition Programme and received £20,000 to support this activity. The meeting noted that the Association of Colleges (AoC) was working with The Challenge to develop the Transition programme on behalf of the Department for Education (DfE). In 2018 The Challenge had been commissioned by the DfE to deliver a year-long programme in partnership with the AoC to embed good practice and give direct support to post-16 education provider arranging high quality industry placements. The Transition Programme would be a study programme specifically designed to support those at Level 2 who were not yet ready to progress to a T Level but who had the potential to do so. Programmes include some T Levels specific technical content, English and maths, industry placement and a particular focus on developing the employment related behaviours and attitudes required by the T Levels – including the capacity to succeed in the 45-day Substantial Industry Placement. HCUC had submitted an Expression of Interest outlining the College's initial ideas. In addition, the College was developing an implementation plan for the T-Level Transition Programme with clear actions and milestones in preparation for 2020 delivery.

***The update report on T Levels was NOTED and RECEIVED***

# MINUTES

## 6.5 Inspection Preparedness Update

The meeting received a paper provided by the Deputy Principal (DMcT) which gave Governors a very clear update on the expectations under the new Ofsted Educational Inspection Framework (EIF). The paper also reminded QCS Committee members of the learning points from the summer Ofsted Monitoring Visit that the College had received. DMcT had provided the comprehensive update which followed on from the introductory briefing on the EIF which had been an agenda item at the HCUC Governors & NEA Training & Development Day in May 2019 and the additional briefing session for Governors at the October 2019 Training Day. DDS reminded the meeting of the shift in Ofsted focus from outcomes to the 'quality of education' and the 'Three Is – Intent, Implementation and Impact'. The very detailed paper provided an update and assurances for QCS Committee members on the following aspects of the EIF and Ofsted readiness:

- EIF background
- Recent Ofsted presentations & pilot inspections informing the HCUC approach.
- The new HCUC EIF approach to observations
- What Governors will need to know
- HCUC Emerging Common Areas for Improvement (Afls) 2019/20- EIF content
- HCUC EIF readiness - progress so far

In the absence of DMcT, DDS took the meeting through the PowerPoint presentation 'Inspection Preparedness Update'. This was largely taken as read but the Chair commended detail provided and the clear one-page dashboard of current highlights and Afls. The meeting noted and commended the very clear cross-college lesson observation timeline for the current academic year; this would now provide greater consistency in judgements across the whole of HCUC. The recent feedback from Ofsted inspectors and participants in the pilot programme for the new EIF was discussed in more detail. The meeting had a lengthy debate about the importance of accurate destination data and the difficulty that sometimes occurred in getting ex-students to participate in survey work. The meeting discussed what would happen in an inspection situation if QCS Committee members were unavailable. The Clerk reminded the meeting that all Governors needed to be up to speed and knowledgeable about quality aspects of HCUC so the emphasis at inspection should not be wholly placed on QCS Committee members. The CEO suggested that a working group of key governors could provide a basis for any meeting with Ofsted inspectors.

***The Education Inspection Framework/ Ofsted Update Report was NOTED.***

***It was AGREED that consideration should be given to setting up an 'Ofsted Working Group' of Governors.***

## 7. HCUC Self-Assessment Reports (SAR) 2018/19

The meeting was reminded that the finalised Qualification Achievement Rates (QAR) reports that summarised the confirmed College performance during 2018/19 had been discussed in detail at the Governors Training Day in October 2019. The meeting noted an updated version of the performance report that provided an analysis of the QAR data by qualification type, subject sector area (SSA) and Level. The meeting was given assurance that the College would look in more detail at the retention data that underpinned the lower 19+ QAR data in Access to HE and Certificates. The meeting noted the following aspects of the 2018/19 data across HCUC:

- 16-18 by Qualification Type: 96% of provision by volume was above National Average (NA) compared with 90% in 2017/18.
- 16-18 by Subject Sector Area (SSA): 92% of provision by volume was above NA compared with 81% in 2017/18.
- 19+ by Qualification Type: 90% of provision by volume was above National Average (NA) compared with 81% in 2017/18.
- 19+ by Subject Sector Area (SSA): 95% of provision by volume was above NA compared with 77% in 2017/18.

# MINUTES



Governors commended the greater consistency in the QAR data across qualification types and SSAs than in the prior year.

## 7.1 HCUC SAR overview and

### 7.2 Draft SAR 2018/19

The meeting noted the first draft of the overview SAR and commentary for HCUC 2018/19. The SAR overview report for HCUC had been drafted to mirror the format of the new Ofsted Education Inspection Framework (EIF) and reported on the following: Quality of Education (curriculum intent, implementation and impact); Behaviour and Attitudes; Personal Development; Leadership and Management; Education programmes for young people; Adult learning programmes; Apprenticeships and High Needs Provision. The meeting also considered the SAR appendices, which provided more detail on the characteristics of each of the two constituent colleges in terms of learners, curriculum offer, outcomes, progression and destination data. HCUC's learner cohort for Class Based Learning (CBL) was split, 63% (16-18): 37 (19+). DDS highlighted the local data which had some differences within the overall total: Harrow College's 8,227 leavers were split 43% 16-18 and 57% 19+; Uxbridge College 11,213 leavers were 77% 16-18 and 23% 19+. The meeting noted the assessed SAR grades for overall effectiveness 2018/19 across HCUC compared with the comparable judgement for 2017/18:

Proposed SAR Grades - HCUC	2017/18 Judgement	2018/19 Judgment
Overall effectiveness	Good	Good <i>with outstanding features</i>
Quality of Education	Good <i>with some outstanding features</i>	Good <i>with outstanding features</i>
<ul style="list-style-type: none"> <li>Curriculum intent</li> </ul>	Good <i>with some outstanding features</i>	Outstanding
<ul style="list-style-type: none"> <li>Curriculum implementation</li> </ul>	Good <i>with some outstanding features</i>	Good <i>with outstanding features</i>
<ul style="list-style-type: none"> <li>Curriculum impact</li> </ul>	Good <i>with some outstanding features</i>	Outstanding
Education Programmes for young people	Good	Good <i>with outstanding features</i>
Adult Learning Programmes	Good	Good
Apprenticeships	Requires Improvement	Requires improvement <i>with good features</i>
Provision for High Needs	Good	Good
Behaviour and Attitudes	Good	Good
Personal Development	Good	Good <i>with outstanding features</i>
Leadership and Management	Good <i>with some outstanding features</i>	Good <i>with outstanding features</i>

DDS reminded the meeting of advice given by an Ofsted Inspector that the College's self-assessed grades should be based on narrative rather than numerical format. Governors were assured that the SLT judgements were honest and open about where the college was at – clear RAG ratings had been arrived at after robust common examination. The meeting was reminded that the SAR



# MINUTES



judgements had been built up through the College; each curriculum area self-assessed then validation panels were held to validate the judgement. Governors noted that the College was still waiting for some data on progression, progress and High Grades; this could nudge some outcomes upward. Governors also noted that the SAR would be subject to a peer review (colleagues from another college) as well as being sent to an ex-HMI for review before it was uploaded to the Ofsted portal. The meeting commended the very detailed progression and destination data provided by age, level and curriculum area for HCUC and each of the constituent colleges.

## • Emerging Strengths & Areas for Improvement (Afls) 2019/20

The emerging common strengths (i.e. a strength in each of the colleges) of HCUC were noted as:

### Curriculum Intent:

- HCUC curriculum well designed; takes into account employer & London's economic needs.
- The curriculum ensures that all learners benefit from high academic & vocational ambitions.

### Curriculum Implementation:

- High and improving standards in the majority of TLA across the majority of Schools.
- Highly qualified staff with expert knowledge in their fields.

### Curriculum Impact:

- 16-18 & 19+ QAR Achievement is high very, well above NA and improved over four years.
- QAR consistency between Subject Areas and Qualification Types is very good and improved over four years- particularly for 16-18s.

### Behaviour & Attitudes:

- Learner's professional behaviour is observed as good across a range of different classes/workshops.
- Students behaviour is highly respectful, they are courteous to staff and one-another.

### Personal Development:

- Highly inclusive college environment.
- Good focus on student well-being, mental health and whether 'at-risk.'

The common areas identified across HCUC for improvement in 2019/20 were highlighted as:

- Consistency in Study Programme attendance
- 90% enrolments 16-18 & 19+ SSAs QAR>NA
- 90% enrolments 16-18 & 19+ Qualification types QAR>NA
- WBL > timely & overall across HCUC
- Further stretch & challenge for all learners
- Increase the volume of work experience >80% (incl. Significant Industry Placements)
- Intent in curriculum planning: a continued and robust review of curriculum intent to provide confidence in its purpose
- Implementation in E&T: a robust EIF E&T (TLA) judgements to increase high performing E&T (incl. prioritising curriculum intent & implementation)
- Effectively track + support students (incl. through monitoring systems e.g. ProMonitor & formative feedback)

The meeting noted the emerging strengths and areas for improvement on an individual College basis; these had been discussed in detail at the recent Stakeholder and Scrutiny Committee meetings. The meeting commended the detailed information provided in the SAR report, which enabled them to understand the strengths and weaknesses of the two colleges and provided a clear picture across HCUC.

***The Draft HCUC Self-Assessment Report 2018/19 for HCUC was NOTED and APPROVED; this would be finalised and taken to the Corporation for approval in December 2019.***

## 7.3 In-year KPI Dashboard for in-year monitoring 2018/19 and 2019/20 YTD

The meeting considered the data dashboard for Governors which showed in year performance against the Key Performance Indicators for 2018/19 split by Student Progress, TL&A, and Student

# MINUTES

Experience. The meeting noted the year-to-date (YTD) performance 2018/19 for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinarys. DDS highlighted the following aspects of performance:

## YTD performance against target for attendance 2018/19

Attendance overall was at 89% for 16-18 learners (92% including authorised absences) and 88% (91% including authorised absence) for 19+; this was noted as being 1% below the YTD performance in 2018/19. There was variation within certain Schools; English and maths attendance continued to be a challenge. Governors were assured that this was being monitored at SSC/ SLT level and followed up on a weekly basis. Punctuality for the 16-18 learners was at 5% which matched the YTD position in the prior year.

## Retention YTD was high and improved

Retention across both ages was well above national average (NA) and improved on YTD 2018/19.

- 16-18 retention was at 99% (weighted NA was 92%)
- 19+ retention was at 98% (weighted NA was 89.8%).
- HE retention was yet to be confirmed but retention on two-year courses was at 80%.

## Weaker Courses

DDS informed the meeting that 97 of the 99 weaker performing courses carried over from the prior year were currently above the retention NA for the year to date. The two courses falling below the NA were noted as Early Years Development at Harrow (19 out of 20 retained) and STTPS at Uxbridge (22 out of 24 retained).

## Quality of Teaching, Learning & Assessment (TL&A)

The combined findings for the 24 HCUC externally validated lesson observations (LOs) indicated that 79% overall 'met or exceeded expected standards'. DDS highlighted that this was below the College target of 86% but the volume of LOs was currently low as it was only November. In addition, a number of 'Drop-in' observations (formerly known as 'learning walks') had also been completed to date and the outcome data was being collated.

## Work Experience

The meeting noted that both colleges were making progress in delivering work placements including significant industry placements, (being developed under the Capacity Development Funding). Governors were reminded that the year-end target was 80% of learners taking part.

## Disciplinarys

The meeting noted that the number of disciplinarys was below YTD 2018/19 (34 v 39) and that exclusions were also lower than in the prior year (7 v 8). Governors were assured that this would continue to be a focus for management attention in 2019/20 including any behaviour issues off campus.

## Complaints 2019/20

A detailed complaints report had been presented at HC & UC SSCs. There had been 11 formal complaints in total to date at HCUC (compared with 32 in the prior year), of which 4 (36%) had been upheld. The meeting was assured that complaints were being dealt with in a timely manner and none currently were considered to pose a legal or financial risk to the institution.

## Learner satisfaction 2019/20

Governors noted the results of the Initial Impressions Survey that was undertaken across HCUC in October 2019. The college had secured an overall satisfaction score of 9.6 out of 10 (this figure was exactly the same at each of the individual colleges).

The additional 'Appendix' papers that contained the detailed data feeding the dashboard were taken as read.

**The KPI Dashboard was NOTED and RECEIVED**

# MINUTES

## 7.4 Destinations, Enrolment and Progression Update

The meeting was reminded of the importance of learner destinations after completing their qualifications; a recent Ofsted note had highlighted that ‘...programmes must do more than give young people a qualification... ‘they ought to have a clear line of sight to jobs or meaningful further study’. The meeting was reminded of the importance of curriculum intent which was focused on the content of the course and how it enabled meaningful progression. Governors noted that as in 2018/19, HCUC would review student starting points against enrolment onto courses from January in order to provide confidence that the College was stretching students onto the largest/most substantial qualification deemed suitable. In 2018/19 HCUC was able to show that 40%+ students were enrolled onto qualifications with entry requirements above their starting points, which suggested significant stretch & challenge for HCUC students.

### • HCUC enrolment headlines 2019/20

The very detailed enrolment data by school and age group was taken as read. The meeting noted that actual HCUC enrolment 16-18 was at 99% of target (5948 vs a target of 5970 at 5th November 2019). By individual college this was: Harrow College 16-18s 101% target (+14), and UC 16-18s 99% target (-36). DDS highlighted that enrolment had increased despite a fall in internal progression percentage from 2018/19 into 2019/20; 3186 16-18 students progressed from 2018/19 into 2019/20. Internal progression percentages had fallen despite a significant focus during pre-enrolment – 69% overall across Entry to L3 (HC 69%, UC 70%). Internal progression by college (against all students enrolled who could have progressed into 2019/20) was noted as follows:

- HC: from Entry 67% vs. 74%, from L1 75% vs. 70%, from L2 66% vs. 74%
- UC: from Entry 73% vs. 76%, from L1 71% vs. 73%, from L2 67% vs. 72%

DDS further highlighted that as the current enrolment 16-18 was now at 5948; (of which 3186 progressed) this meant that 2762 (54%) 16-18 students joined from schools and other providers. The figures by individual college were noted: HC 770 or 56% of HC current 16-18s joined from schools and other providers; and at UC 1992 or 47% of UC current 16-18s joined from schools and other providers. The meeting agreed that this indicated the positive reputation of HCUC.

The supporting appendices with very detailed 16-18 progression data over the prior two years (2017/18 and 2018/19) for each college, split by curriculum area and level of qualification was taken as read. The QCS Governors noted that this had been considered in some detail at the recent Stakeholder and Scrutiny Committee meetings at each of the colleges.

The meeting was assured that the College was now focused on ensuring students were well supported to remain on course. The withdrawals in the first 6 weeks before the census cut-off point was noted as follows: at HC 16-18s loss of 139 16-18 students (-8%); and, at UC 16-18s loss of 295 16-18 students (-7%).

***The report was NOTED and RECEIVED.***

## 7.5 Higher Education (HE) Summary Report

### • HCUC Higher Education Self-Assessment Report (SAR)

The meeting considered the draft SAR covering HE provision at HCUC. QCS Committee members were reminded that this report had also been discussed in detail at the two HCUC Stakeholder and Scrutiny Committees. The comments made on the narrative about the governance structure of HCUC in relation to HE and for the Institute of Technology were noted and agreed. The detailed review against the conditions of registration B1 – B6 and C1 – C3 with the Office for Students was considered by the meeting. MRW highlighted the importance of the College meeting all the conditions and reflected that the lengthy narrative in this report made it harder for governors to be assured on compliance. The meeting agreed that it was important for Corporation to understand the role and responsibilities of the Governing Body with respect to HE. It was agreed that the current governance structure and operational control of HE provision was fully fit for purpose. The strengths

# MINUTES



and Areas for Improvement (AFIs) from the 2018/19 Self-assessment of HE at the College were noted as follows.

## Strengths

- High quality learning experience and reliable assessment leading to high levels of achievement on the majority of programmes
- Robust quality assurance processes and effective management of academic standards by curriculum teams
- Strong partnerships with HEIs to support Teacher Training and Pearson to support Higher National provision
- Well qualified staff many of whom have industry experience to enhance teaching and learning which leads to very good outcomes including for students with disabilities.
- Rigorous assessment feedback enabling students to improve the standard of their work
- Excellent progression to university and employment for those completing their programmes

## Areas for Improvement

- Improved support for students on 2 year programmes and Black African students to address some low continuation rates
- Development of some resources to support teaching and learning including IT and Learning Resource Centre.
- Engagement with employers on some Higher National programmes

The meeting noted the detailed HE Quality Improvement Plan 2019/20 detailing the SMART objectives and targets to secure progress with the AFIs. Governors commended the clear link to the OfS conditions of registration B1-6 within the QIP. The meeting also noted the College action plan to improve HE continuation rates (condition B3). The detailed data tables that included performance data at course level were taken as read as was the detailed Consumer Protection Law Action Plan. MRW highlighted the need for the College to use the OfS metric for 'non-continuation' after year 1 rather than the usual College retention measure. PC highlighted the need for the SLT to bear this in mind when the IoT Level 4 and 5 data was reported.

***MRW highlighted the need for the College to have an annually updated Student Protection Plan on the College website; this should have the date of review clearly identified.***

***The HE Self-Assessment Report 2018/19 and areas for the HE QIP 2019/20 were APPROVED as presented.***

## ITEMS FOR INFORMATION

### 8.0 To receive FOR INFORMATION:

The meeting received the following detailed documents that were provided to give Governors full assurance around all aspects of underlying quality across HCUC. The meeting took the reports as read, unless there were specific questions and RECEIVED the information.

#### 8.1 HCUC Academic Report

This report was taken as read as it had already been discussed in some detail at the Governors' October 2019 Training and Strategy Day. Performance data – prior year and current year - had already been discussed in previous agenda items.

***The report was NOTED***

#### 8.2 Learner Survey HCUC

This report provided a summary of the First Impressions Survey strengths and areas for improvement across HC and UC. This survey had been issued in October 2019 to all learners across HCUC in order to capture students' initial thoughts and reflections on their experience to date since

# MINUTES



September 2019 enrolment. For 2019/20 there were 16 questions which related directly to the students' experience of HCUC. Governors were reminded that Questions 15 (Would you recommend the college to a friend?) and 16 (Overall satisfaction) were the same questions used by the external FE Choices survey later in the year which would be used to benchmark Colleges. DDS highlighted that Teaching and Learning was also critical so it also featured in the survey.

The meeting noted that overall, the first impression survey had produced slightly more positive results than in the prior year; satisfaction was at 96% compared to 95.8%. Key strengths included student satisfaction with their teaching and learning (94%) and their study programme 96%. In relation to areas for improvement these included knowledge of the student handbook 82% and fire evacuation procedures 86.82%. Governors were assured that these were currently being addressed in tutorials. The meeting commended the strong response rate with 3336 learners completing the survey. The results from this survey would feed into the QIPs for each of the curriculum areas.

***The report was NOTED***

### 8.3 In-year Teaching Learning and Assessment Report

The meeting was reminded of the new cross-college EIF ready approach to lesson observations which had been put in place at HCUC for 2019/20. A targeted minimum 30% of all full observations would be externally validated by current, EIF trained inspectors; this would be completed by February 2020. The college had also completed a full set of drop-in thematic drop-in observations (September to October 2019). The new 'Deep Dive' style Learning Observations would be up to 60 minutes long, of which 40 minutes will be direct observation and 20 minutes when the observer will action discussions with teachers, discussions with learners & scrutiny of learners' work. DDS highlighted that year-to-date 88% of observations at Harrow and 73% at Uxbridge exceeded or met the expected standard. The meeting noted the detailed findings and areas for development from the completed observations to date. Governors were assured that the formal observation and Drop-In findings would be monitored closely throughout the year in the school's Board of Study.

***The report was NOTED***

### 8.4 HCUC Student feedback

The meeting noted the Student Voice presentations one from each College; the Student Governors would present these to the Corporation meeting on 10 December 2019.

***The report was NOTED***

### 8.5 SEND Update

The QCS Committee took this detailed report as read; it provided the year-to-date information for 2019/20 for this growing area of provision. The CEO reminded the meeting of the importance and scale of this area of work at the College; HCUC now had 524 High Needs learners (compared with 425 in the prior year). Specialist Element 1, 2 and 3 High Needs funding for learners would be at £7.760m for 2019/20 at the College and was now confirmed at £8.915m for 2020/21. Governors noted that HCUC had now reviewed its SEND Strategy and action plan; the process of harmonizing processes, costings and staffing structures across HCUC was now complete. The meeting was reminded of the complexity around securing payment of the element 2 and 3 funding from the Local Authorities was discussed by the meeting. DDS informed the meeting that Local Authorities were looking to implement a banded model for funding which did not take account of separate individual needs on a case-by-case basis. The impact of any such model would be to depress High Needs funding.

The meeting received the detailed quality data and was pleased to note that High Needs students' success rates (89.32%) improved on the prior year (85.55%). The gap in success rates also narrowed from 4.71% in 2017/18 to 1.98% in 2018/19. The ongoing issue of securing good

# MINUTES



achievement for High needs learners on English and maths was noted as an area for improvement during 2019/20.

***The report was NOTED***

## 8.6 Summary of Staff Focus Group Feedback

The meeting received the report which provided detailed feedback from the recent staff focus group which had been held in October at each of the Colleges for 19 lecturers (8 at Harrow and 11 at Uxbridge). The meeting noted the 14 questions that had been asked which covered the following subjects: time management and barriers to fulfilling job role; communication; learner impact/ culture and ethos; lesson observations; Teaching and Learning Hour; Study programmes, including maths and English delivery; Ofsted inspection; student attendance and punctuality; People management; Career development; Staff training; E-learning; IT Resources; Quality / improving the quality of TL&A; and College values. Areas where lecturers had provided positive feedback at each of the Colleges were noted as well as the areas that had been flagged as needing action or consideration. Governors were assured that an action plan was in place to address the areas for improvement and that this was being closely monitored by the SLT. This would ensure that management was taking appropriate action in response to staff feedback. The meeting noted that this report would be discussed in detail at the Resources Committee (27/11/19) with the HR Director present.

***The report was NOTED***

## 8.7 Development Plans 2019/20

The Deputy CEO (PC) provided a verbal update on this item following a session earlier in November with a number of managers – Department Heads and Section Managers. This meeting had looked at updated Labour Market Intelligence (LMI) data to see where there were opportunities for new courses. It was noted that more localised LMI data was due to be released by the sector skills bodies; this would be considered by a second managers meeting to be held in the week commencing 3rd December. Each school would then develop proposals for consideration during January 2020.

***The report was NOTED***

## 9. Minutes of Stakeholder and Scrutiny Committees (SSCs), Harrow College and Uxbridge College

The minutes of the SSC meetings held on 12<sup>th</sup> November 2019 at Uxbridge College and 14<sup>th</sup> November at Harrow College were RECEIVED. Feedback from Governors, SSC Members and management asserted the ongoing success of the SSC meetings that enabled a focus on detailed performance data at each of the colleges.

***The minutes were RECEIVED***

## 10. Remit of Stakeholder and Scrutiny Committees (SSCs), Harrow & Uxbridge Colleges

The Meeting noted a paper that considered options for the structure and focus of the SSCs moving forward. Given that HCUC was now in its third year of merger and operations had largely settled, it was timely that there should be consideration about how SSC members' inputs and expertise can be best utilised going forward. In addition to the local provision that the Governor/ NEA link scheme connects SSC members to, there are a number of key initiatives that apply to most or all curriculum areas within Harrow and Uxbridge colleges and in some cases, across HCUC. Examples of these are as follows: T levels and the related promotion of substantial Industrial placements; Institute of Technology; Apprenticeships; Safeguarding; Equality & Diversity; and gauging the quality of education under the new Ofsted framework.

## MINUTES



SSC members had been asked to consider for discussion whether the current link arrangements suffice or whether there were alternative models of engagement that would allow better connectivity with the wider College main drive and function, especially for external SSC members.

***It was agreed that this should be considered further by SSC Members and the Corporation in advance of the 2020/21 academic year.***

**11. To confirm and agree the dates and times of QCS Committee meetings for 2019/20**

The dates and times of the meetings were agreed as follows:

- Thursday 19<sup>th</sup> March 2020 at 4.00pm
- Thursday 25<sup>th</sup> June 2020 at 4.00pm

The venue for these meetings would be the Uxbridge Campus at Park Road.

**NOTED**

**12. Feedback to Governing Body meeting**

The following items were agreed as highlights of the meeting:

- i) The College SAR and Higher Education SAR 2018/19 would be recommended to Corporation for approval.
- ii) Ownership for knowledge around 'Quality and Curriculum' issues needed to be shared across the whole governing body in advance of any Ofsted Inspection.
- iii) The clearly defined governance responsibilities around HE provision at the College should be clearly understood by all HCUC governors.

**13. Any other business**

There was no other business. The meeting closed at 5.50pm.

Signed.....

Date.....