

## MINUTES

1

**Directorate:** Governance**Minutes of:** Quality Curriculum and Student Committee**Date:** 28 June 2018 **Time:** 4.00**Venue:** Executive Meeting Room, Uxbridge Campus

**Present:** Antonio Weiss (AW) Governor (Chair)  
 Kai Barnes (KB) Staff Governor  
 Mariann Rand-Weaver (MRW) Governor  
 Laraine Smith (LS) CEO/ Principal and Governor

**Apologies:** Mark Billington (MB) Governor

**In attendance:** Darrell De Souza (DDS) Vice Principal Curriculum and Standards UC  
 Dylan McTaggart (DMcT) Vice Principal Curriculum and Standards HC  
 Tracy Reeve (TR) Clerk to the Corporation

**Part attendance:** Jo Withers (JW) Exec Dir, Employer Services & Partnerships  
*(item 9 only)*

**1. Apologies for absence**

There were no apologies for the meeting.

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

There were no items notified.

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

The Chair (AW) declared that he was a Harrow Councillor. No other interests were declared.

**4. Minutes of the QCS Committee meeting held on 8 March 2018 at Uxbridge College**

Consistency in Study programme Attendance (Minutes 6 page 2): The VPs highlighted an error in this paragraph and asked for the following amendment:

'The meeting discussed the risk of falling below the target of 86% by year end ~~but~~ **and** the VPs were **not** confident that the target would be met;.....'

Subject to this amendment the minutes were approved and signed by the Chair.

**5. Matters arising from the minutes of the meeting, 8 March 2018, not on the agenda**

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

**6. Progress on College Quality Improvement Plan (QIPs)**

The Vice Principals (DDS and DMcT) presented a report which gave an update on the progress against the HCUC Areas for Improvement (Afls) 2017/18 which had been identified by the individual Harrow and Uxbridge colleges self-assessment analysis 2016/17. The individual college QIP updates were also presented for information; the meeting was given assurance that the Stakeholder and Scrutiny Committees (SSCs) at each of the two colleges had received comprehensive updates relating to the QIP headlines specifically linked to Harrow College (HC) and Uxbridge College (UC). These had been discussed in detail at the June 2018 SSC meetings.

## MINUTES

The meeting was reminded that from an overview HCUC perspective, in-year progress for the five areas that had been identified for improvement, was as follows:

(i) Consistency in Study Programme attendance (RAG rated 'amber'): Current attendance was noted as, full time (FT) 16-18 Study Programmes: HC (83%) UC (84.9%) HCUC (84.3%) and FT 19+: HC (81%) UC (84%) HCUC (82.3%). Governors noted that there was slightly better consistency across curriculum areas during the current year, with maths & English still scoring in general below the vocational/academic class attendance at 80% across both. The meeting noted that the HCUC performance was now below the target of 86% and sought confirmation on whether there was anything the College could do to recover this position in advance of the year end. Governors noted that the attendance figure including authorised absence was now 86.7% across HCUC. The impact of learners achieving early had caused attendance to fall but early achievement could be seen as a positive result for the learners. DDS reminded the meeting that when an Ofsted Inspector had visited UC in 2017 to look at Study Programmes management had gleaned that whilst 85% attendance would only justify a 'good' grade this could be moderated upwards by strong success data and evidence of additional workshops and distance learning to 'plug any gaps' in attendance. In discussion the meeting agreed that it would be important to maintain the target at the aspirational level of 86% for 2018/19.

(ii) Access to HE (RAG rated 'amber'): The meeting was given assurance that HC and UC had been closely monitoring learner progress and performance on this programme and had reported on these in more detail at the local SSCs (see SSC minutes for this detail). This was noted as an area of particular concern at Harrow with their Health & Social Care courses. Current overall retention on Access to HE courses was HC (81%) UC (85%) HCUC (82.44%). The predicted QAR was: HC (67% - 81%); UC (67% - 85%) and HCUC (67% - 84%) against a national average of 73.5%; the meeting was reminded that this would represent an improvement on the prior year. Governors noted that action to maximise both retention and achievement of the retained learners had been discussed and agreed and was continuing to be implemented. The meeting was given assurance that significant additional resources, new local management oversight and Senior Leadership Team intervention continued.

(iii) A level offer at HCUC (RAG rated 'red'): Governors were reminded that achieving a consistent A-level offer within an FE context was challenging; this was due to learner starting points, and ongoing competition from school sixth forms. Although HCUC learner numbers overall were strong with 495 A level qualifications being provided, the HCUC A level QAR 2016-17 was at 85% which was 9% below the stated NA (94%). The meeting was reminded that this was partly due to some of the provision (Harrow) being run and recorded as a 2-year linear programme as opposed to two 1-year (AS and A level) programmes (Uxbridge) and so had suffered a disadvantage in terms of retention. HCUC Value Added for A levels for 2016-17 was very strong – the meeting was reminded that due to the merger the QAR data had only utilised Uxbridge College results. An error in the report was noted: current A Level retention was 86% for HCUC and 99% for UC (rather than the other way round as stated in the report). Governors asserted the importance of presenting a strong profile for A Levels going forward for marketing and recruitment purposes and for Ofsted Inspection. The meeting was reminded that following a full review of the A level offer at HCUC there had been a continued and significant reduction in the A-Level offer at Harrow College to a single group of Science A-Levels only.

(iv) Further stretch & challenge for all learners (RAG rated 'green'): The meeting was reminded that HCUC Value Added (VA) and English and maths learner progress measures had positives. The stronger VA 2016-17 picture for A levels and Vocational qualifications was being supported during 2017/18 through a number of initiatives which included: a focus on academic target setting and learner progress within learning walks and TL&A audit; stretch & challenge in class via TL&A delivery, differentiated tasks, deeper learning and independent skills development focus; a cross college High and higher grade push; and in-year monitoring of learner progress against VA metrics. The meeting was reminded that Ofsted would look for 'intelligent and in-depth

## MINUTES

questioning to stretch learners'. The meeting was assured that attendance at additional workshops targeting students to achieve 'their highest grades' had been good. Also, in the recent mid-year HCUC Student Survey 81% of students felt that they were being stretched academically (79% UC and 87% HC). The meeting was reminded of the continued focus on stretching learners with basic levels of maths skills; the aim would be to move learners on from functional skills in-year where appropriate.

(v) Further development of work experience in some curriculum areas (RAG rated 'green'):

The current performance year-to-date 2017/18 was noted as follows: 16-18 work experience and volunteering for UC 63.7% and on track for 68% end of year (compared with 55% year-end 2016/17); for HC 51% year-to-date and on track for 67% (compared with 67% year-end in 2016/17). The meeting was assured that the HCUC Actual YTD work experience and the planned placements to the end of the academic year were predicted to exceed a figure of 60%. The meeting discussed the new 'T Levels' and the large element of work placement within them; 60 days per qualification.

**The QIP Update report for HCUC performance 2017/18 was NOTED and RECEIVED**

7. **HCUC In-Year Retention and Predicted Qualification Achievement Rates (QAR)**

Retention 2017/18: The meeting was assured that in-year Retention had been closely monitored throughout the year. For HCUC in overall terms during 2017/18 there had been a slight decline in retention when compared to the prior year. Both HC and UC were therefore fully focused on maximising the pass rates of learners, in the run in to the year-end, to ensure that the overall HCUC Qualification Achievement Rates matched or at least came close to the high performance levels in 2016/17. The meeting noted the detailed retention data for HCUC, HC and UC by age/qualification type and by age/ Subject Sector Area (SSA). The meeting noted that retention 2017/18 (at 6<sup>th</sup> June 2018) for HCUC stood at 93.2% for 16-18 and at 95.6% for 19+ versus an end year retention in 2016/17 of 92.8% and 95% respectively.

In terms of retention by Qualification type, 9 out of 12 types were currently above National average (NA) for 16-18 provision and 8 out of 12 are above NA / weighted NA for 19+ provision. By SSA, retention for 9 out of 14 curriculum areas were above the NA and 13 out of 14 were above NA and/or the weighted NA for 19+. The larger variation within the 16-18 age group was noted as being due to the impact of A Levels.

Predicted QAR: The Governors were given a tabled update on the predicted QAR which had been discussed with Heads of School in Programme Review meetings. These indicated that, despite the slight decline with in-year retention, the end-year QAR predictions were expected to be close to that of the previous year's high. DDS highlighted that the exam based courses – A Levels and GCSEs - were more difficult to predict but he was expecting the usual 'bell-shaped' curve and normal distribution to determine the grade profile. Areas of concern were noted as being the predictions around AS levels which seemed overly optimistic at 78.9% to 83.3% (Min to Mid); DDS asserted that the likely outcome would be nearer the NA of 74.7% (this would demonstrate improvement on the prior year figure of 65.4%). There was also a concern about the unknown grade boundaries for GCSE maths and English under the new 9-1 system for GCSEs. Governors commented that this change would make year-on-year comparison very difficult. Management confirmed that the aim was to get as close to the prior year's 16-18 attainment as possible. The meeting discussed the wide range of predicted outcomes at both Colleges between NA and weighted NA for Other Regulated courses. DDS explained that the weighted average used the actual 'basket of courses' that UC and HC were delivering to produce the NA. As HCUC delivered a very large proportion of long-courses to the 19+ age group compared with other Colleges, the weighted NA was much lower (the differential was 5.2% at HC and 14.0% at UC).

Governors sought clarity around the process by which the predictions were arrived at and sought confirmation that improvements were made year-on year to improve the accuracy. The VPs explained the process used with vocational courses which used External Verifier reports to

## MINUTES

gauge accuracy but once again asserted the difficulty in predicting exam based courses. More experienced staff were better at accurately predicting outcomes and tended to be less overly-optimistic. Governors were assured that the predictions were looked at in a very granular way with Heads of Schools discussing tracking data for individual learners on each course with their teams to build up realistic predictions. MRW challenged the meeting to consider whether the considerable time and effort put into building the predictions was worthwhile. College Management were adamant that the expended effort was worthwhile as anecdotal evidence had shown that it was the key to continued and ongoing improvement in QAR data. The Vice-Principals both confirmed that this process of predictions kept staff focussed on the importance of the year-end results and enabled intervention and extra resources to be targeted in any areas which needed help to meet strong performance levels. The Principals agreed that it was crucial for the members of the SLT to understand the detail behind the headline data as that gave them to integrity to challenge and seek improvement where there was under-performance. MRW informed the meeting that she was reassured by the response to her challenge.

***The Report was NOTED***

### 8. HCUC Higher Education (HE) Update Report

The meeting noted the HE report which contained information on the predicted minimum and maximum retention data and success rates for HCUC Access Provision and HNC/ HND courses during 2017/18.

(i) Access to HE programmes: The report provided the meeting with detailed year-to-date retention data for these programmes by College and as an overall figure for HCUC: 81% HC, 85% UC and 82% HCUC. The meeting was pleased to note that both Colleges were above the 80% target. The predicted QAR data 2017/18 was also noted: 67-81% HC, 67-85% UC and 67-84% HCUC. The large variation between minimum and maximum reflected the numbers of learners at risk of non-achievement (9 out of 41 at UC and 11 out of 67 at HC). DDS informed the meeting that UC was pushing hard to get the final QAR to 70%+. DMcT stated that HC was hoping to meet the NA; Business and IT were doing well but they had smaller numbers of learners compared with H&SC where there were more learners at risk. The meeting noted that HC had brought a science specialist in to try and support the year-end achievement in H&SC; this provision would be limited to one group in 2018/19. In both Colleges curriculum teams were working to support all students who were at risk to complete in time for the Awarding Body visits. Governors noted that extenuating circumstances deferrals would be applied for where appropriate evidence could be provided.

(ii) HNC/HND: The in-year retention data for each College HNC/HND was noted as 80% HC and 81% UC; overall HCUC at 81%. Predicted achievement on HNC/ HND was at 97% for HC, 98% for UC and 97% for HCUC.

Governors were informed verbally that the College was still awaiting the final outcome of its submission for Registration with Office for Students (OfS). Additional information had been submitted as requested.

***The HE Update Report was RECEIVED***

### 9. WBL Performance 2017/18; including West Met Skills

The meeting met with JW and considered the West Met Skills (WMS) Report in some depth; as this was a new 'division' within the HCUC College Group it was deemed as important for Governors to review.

Starts and Enrolment: The number of new starts at each of the Colleges was noted split by levy and non-levy, this also showed the number of employers (88 levy paying 252 non levy paying) that the College was working with. There had been 380 new apprentice learners across HCUC year-to-date; 93% of the UC profile had been met (compared to the national picture of

## MINUTES

60%) and HC had nearly doubled its previous year's starts (32) at 63 in 2017/18.

Levy recruitment had been strong with 58 new starts since the last report to QCS; there had been a few business administration, Supporting teaching and learning and housing maintenance, but significant numbers were on L3 and L5 management with larger levy employers including Menzies, John Guest and Trueform Engineering. The meeting also noted that non levy recruitment had remained strong, particularly in Engineering and Early Years (UC), with Electrical Installation, Plumbing and Early Years numbers increasing across HCUC.

Governors were assured that recruitment for next year's delivery had started with interest in Engineering, HR Support, accounting, digital marketer, building and housing maintenance. The 99 candidates on file at this time were interested in Business Administration, Engineering and IT, Plumbing, Electrical and Digital media.

The recruitment teams had processed 574 applications since April 2018, generated through various marketing events of which 17% were suitable and attended an assessment day and 11% of these had been placed in a job YTD. JW highlighted the considerable work that went into converting learners. The meeting was also informed that a total of 115 vacancies had withdrawn before the apprentice starts on programme at various stages of the negotiation process; unsuitable candidates or employers had changed their minds. Governors were reminded of the considerable time and work that had been put into these 115 vacancies with no funding outcome.

**Tenders:** The meeting noted the detail of all the recent successful, unsuccessful and pending tenders for apprenticeship contracts with levy paying employers.

- **Successful formal tenders:**
  - Royal National Orthopaedic – Level 4 Accounting
  - Harrow Council – Business Admin, Early Years, Supporting Teaching and Learning in Schools
  - West London Mental Health – Adult Care and Business Admin
- **Unsuccessful tenders**
  - Hillingdon Hospital – Business Administration, Health Support Worker
  - NHS London Procurement Partnership – HR
  - Royal Marsden Hospital – Customer Service, Health Support Worker
  - Royal National Orthopaedic – Medical Administration, Business Admin, Health Support Worker
  - West London Mental Health – Health Support Worker
  - Harrow Council – Level 4 network engineer
  - Royal National Orthopaedic – Level 2 and Level 3 Health Care Practitioner
  - Transport for London – Engineering level 2+
  - Cabinet Office – Software Development level 4
- **Pending Tenders**
  - YPO – Dental nursing, Health and Social care
  - Harrow Council – Expression of Interest for all sectors for the group.

Governors sought, and were given, confirmation that the College had now received some feedback on the reasons behind the unsuccessful tenders. In most cases this was due to the pattern of HCUC delivery and the need to offer more flexibility. Governors were assured that West Met Skills would be acting on this feedback and management were currently considering how to increase the use of blended learning during 2018/19 without compromising the quality of delivery. The Chair sought additional detail on any other patterns within the unsuccessful tenders. It was noted that in several cases – e.g. Transport for London – the contracts were awarded to the incumbent delivery partners. JW informed the meeting that there would be an increased focus on tenders for higher levels next year to tie in with the Institute of Technology bid.

**Standards:** The meeting noted the number of new Apprenticeship Standards that the College was delivering; JW confirmed that these were being implemented wherever possible. Current

## MINUTES

delivery at January 2018 included: Customer Service (L2); Engineering (L3); Electrical Installation (L3); Dental Nursing (L3); Adult Care Worker (L2); Lead Adult Care Worker; Hairdressing (L2); Accounting (L3); IT (L3); Junior 2D Artist (L4); Operations/Departmental Manager (L5); Team Leader/ Supervisor; Digital Marketing; and Infrastructure Technician; and Housing Property. The meeting noted the numbers of starts onto new Apprenticeship Standards and discussed the impact of the introduction of standards which was likely to cause a further decline in success rates. The meeting noted the new Standards in development including Motorcare which was being developed by Halfords and Kwikfit.

**2017/18 Predictions:** Current predictions for WBL success data 2017/18 were noted as:

- Harrow: overall achievement in range 60.0% - 68.6% and timely within 32.0% and 48.0%.
- Uxbridge: overall achievement in range 68.4% - 71.5% and timely within 56.9% to 62.9%.
- HCUC: overall achievement in range 67.4% - 71.1% and timely within 52.2% and 60.5%.

The likely position at year-end would be the 'mid-point' predictions.

JW informed Governors that the 'all age' predictions for 2017/18 remained above the national averages but were showing a decline from the HCUC and Uxbridge 2016/17 QAR. This was due to lower retention at Uxbridge; significantly Plumbing and Gas (first cohort delivery), Early Years, Health & Social Care and unusually Motor Vehicle. A higher proportion of learners needing to re-sit functional skills had contributed to the reduced timely achievements. Governors were assured that additional 1:1 learning support had been provided in all cases where it could aid achievement. Harrow overall predictions were above 2016/17 but the timely minimum was lower than 2016/17 which reflected caution over some Early Years and Business Admin learners' progress as they approached their end dates. The detailed prediction data for HCUC as well as the individual colleges split by age for overall and timely success was noted. The strengths and weaknesses within the data were highlighted by JW. The meeting was assured that a clear plan was in place for the next academic year and the improved current retention would give the year a better start. The plan was for increased blended learning and a lot of workplace visits to use the first 6 weeks more effectively. DDS highlighted the often vulnerable nature of the 16-18 apprentices; better support during the first six weeks with two progress reviews and more blended learning as well as continuing with the front-loaded maths and English functional skills would hopefully improve outcomes. MRW questioned whether timely achievement was still an important factor in relation to the new Standards; it was confirmed as being still a factor and it the meeting noted that 3 or 4 months had been added to the suggested time frame for a 4 year Standard. The meeting discussed the End-Point Assessment (EPAs) for Standards and noted that details of the EPA for a lot of the Standards were not yet released so staff had no confirmation of what the learner was working towards.

**Employability:** The meeting noted that 30 employability courses had been delivered during 2017/18 year-to-date (18 at UC and 12 at HC); 235 HCUC learners had been involved. New Employability Digital courses would also be delivered as additionality to the ESOL adult learners at Hayes. Engagement with local recruitment agencies and other community partners; supermarkets, large stores, shopping centres, libraries, had taken place to broaden marketing, especially in Harrow Borough. The meeting noted that Jobcentre Plus referrals from Hayes and Uxbridge offices had been consistent during the year but the Harrow office's referrals had been disappointing.

The meeting was reminded of the recent referral partnership established with Prospects delivering the new Work and Health Programme and also noted a new partnership with G4S's supply chain partners on their Troubled Families contract.

JW informed the meeting that the Sector Based Work Academy (SBWA) partnership work continued and a new partnership opportunity had now arisen with Home Instead, Bluebird Care, Sygnet Healthcare and Sure Care. They would be invited to meet and interview learners on the level 1 Adult Social Care course running in Hayes in June 2018.

**Uxbridge Wider Employability Projects:** JW updated the meeting on current activity within this area of West Met Skills work.

## MINUTES

7

- Work Programme: £35k positive variance but there was now a very small caseload of 'hardest-to-help' unemployed clients. Income would decline as the Work programme would soon be coming to an end.
- ESF- Basic ESOL for the Unemployed (in partnership with College of North West London) was on track and delivering pre-entry ESOL for 20 learners. Funding had now been extended beyond July 2018 and the aim was to recruit a further 15-20 learners.
- ESF GOLDD recruitment ended on 31 January 2018, but the College was continuing to support existing learners into work or further study. A good link had now been established with Redwood College supported internships; they had taken on 4 GOLDD learners who had progressed onto further learning.
- Construction Training Centre ("Hard Hat Ready" programme) – 52 learners had now passed the CSCS Health and Safety Test and obtained the Labourer Card to work on construction sites. Job starts had now increased to 52% (38% when last reported to QCS).

In proposal - LBH S106 Logistics - £50K for delivering training and job search support to local Hillingdon residents to find work in Logistics sector in and near to Heathrow. The proposal was being drafted in partnership with an airport recruitment service: Airconsulteam.

**The West Met Skills Update and the standing report on Work-Based Learning provision was NOTED**

## ITEMS FOR INFORMATION

**10. To receive FOR INFORMATION:**

The meeting received the following detailed documents which were provided to give Governors full assurance around all aspects of underlying quality across HCUC:

**The meeting took the following reports covering HCUC as read and NOTED the information:**

**10.1 Teaching Learning and Assessment (TLA) Report**

The Executive Summary gave the meeting an update and assurance on the following:

- Effective monitoring and support processes to improve TLA at HC and UC.
- Very good lesson observation grade profiles 2017/18
- Learner Voice relating to TLA
- Plans for continuous improvement

Monitoring of quality: At HC, developmental Observations and Learning Walks provided feedback to staff and enabled action plans to be developed to address the areas for improvement. External lesson observations (88) had been conducted by practising Ofsted inspectors (ESIS) across all curriculum areas.

At Uxbridge, all staff had a formal lesson observation where an overall judgement was provided, 103 (37%) of these were conducted by external, Ofsted-trained consultants. The meeting was reminded that this process was supplemented by themed and developmental Learning Walks. There had also been a TLA Consultancy Visit across both colleges. During this 'audit' two recently retired Ofsted HMIs undertook 62 observations (mainly through Learning Walks) across nine curriculum areas observed (Art and Media, Business, Construction, Health and Social Care, English, ESOL, Hair and Beauty, ICT and Mathematics). The comprehensive package of support to improve in each of the colleges was noted.

Lesson Observation Grade Profiles, 2017/18: The meeting noted the following data for each of the colleges. **Harrow College** grade profile: 139 internal observations, with 84% judged to be 'Good or better'. This was in line with the external, ESIS judgments.

**Uxbridge College** combined grade profile for 'Exemplary Practice' and 'Meets Expected Standards Well' was 92% for 'Overall' and 'First' observations, with a very high 94% for 'External' observations. Governors noted that these very good profiles needed to be considered along with the increased monitoring of the day-to-day learner experience, captured in frequent Learning

## MINUTES

Walks. In addition all these results needed to be informed by the more recent TLA sample audit by ex-HMIs, which utilised the shorter 'Drop-in' methodology to judge practice that is commonly used in Ofsted Inspections. This asserted that further work was needed to raise the profile of HCUC TLA to 'Outstanding', from the overall, 'Good with Outstanding features' judgement provided by the TLA consultancy visit. A high degree of consistently good teaching in all curriculum areas would be required. In order to achieve this, student lateness would need to be addressed at Uxbridge, along with the common, HCUC areas for development: improved attendance, appropriate learning resources, routine Target Setting, appropriate Level of student learning, including Stretch and Challenge, effective Assessment for learning, including Questioning Techniques, increased development of English and maths. Governors noted that a convergence of HCUC TLA observation systems and a wider use of Ofsted style Inspection 'drop-in' learning walks, to judge the quality of TLA was planned for 2018/19.

Learner Voice relating to TLA: The Start of Course survey indicated that over 96% of learners were satisfied with the teaching on their course. Results from the FE Choices, National Survey, TLA satisfaction question, were 8.3 for Harrow and 7.5 for Uxbridge. (The lower figure for Uxbridge was tempered by the results from recent SMT Student Group Reviews in which 95% of TLA was judged as 'Exemplary Practice'/'Meets Expected Standards Well').

Improvement Actions Plan: The July whole college joint training day would focus on the identified areas for improvement. There would also be a focus on attaining convergence of processes between the two colleges to judge standards of TLA; for example a common HCUC lesson planning/observation form was currently being developed. The process of TLA observations would remain developmental, with continued targeted support to improve and share practice. In addition HCUC was working towards a common performance management tool in relation to TLA activities.

**The TL&A Report was TAKEN AS READ and NOTED**

### 10.2 In-year monitoring of complaints, disciplinaries and safeguarding

The two separate reports from each of the Colleges had provided detailed data for complaints, disciplinaries and safeguarding, (including details of Looked After Children and their current predicted success). There were no particular issues or trends in either of the reports that needed to be highlighted for QCS committee members. These reports had been considered in detail at the June 2018 Stakeholder and Scrutiny Committee (SSC) meetings.

**The report was TAKEN AS READ and NOTED**

### 10.3 Attendance

The detailed report showing attendance was taken as read as this issue had been discussed earlier in the meeting. The report contained retention data split by age group and showing English and maths separately for each of the Colleges as well as for HCUC combined.

**The report was TAKEN AS READ and NOTED**

### 10.4 English and Maths Report

The QCS Committee took this detailed report as read; it provided the HCUC summary data for 2017/18 for Functional Skills and GCSEs.

Functional Skills retention for HCUC remained 1.9% above 2016/17 year-end and was being tracked closely. At Uxbridge, Entry Level results were likely to be similar to the end of year results for 16/17 after the third series. At Harrow they will be circa 2% higher than 2016/17.

For L1 maths, there had been a significant improvement compared to a similar point last academic year at Uxbridge where the pass rate to date suggests that maths would comfortably exceed both last year's QAR and the NA. At Harrow Level 1 results would remain well above national average but were predicted to dip on 2016/17.

## MINUTES

For English, at Uxbridge results for Reading are better than at the same time in 16/17, but results for Writing are not as good. At Harrow results for both reading and writing had improved by 10%+ on 2016/17 and would be well above benchmarks.

GCSE retention for HCUC remained 0.5% above 2016/17 year end providing a limited buffer regarding further withdrawals. Significant 'workshop' activity has been provided to support at risk students. Data was noted as follows:

- GCSE maths:
  - Retention HC: 95.2% UC: 94.4%
  - Predicted 9-4 HC:32%, UC 23%
  - Predicted QAR HC 87%, UC 88%
- GCSE English
  - Retention HC: 95.4%, UC: 93.7%
  - Predicted 9-4 HC:27%, UC 25%
  - Predicted QAR HC 88%, UC 87%

The report highlighted that cross-college continuous professional development for teaching staff continued to focus on English and maths.

***The report was TAKEN AS READ and NOTED***

### 10.5 Student Feedback

The meeting noted a copy of the HCUC Spring Term Learner Survey results for each of the colleges; these were being examined in more detail at the respective colleges at curriculum and course level. DDS highlighted that whereas the autumn survey, with very large numbers of learner responses, showed good consistency and satisfaction across HC and UC, the more recent spring survey indicated greater variability by curriculum area. In overall terms, taking all feedback into account, learners were satisfied with the quality of their learning experience, and were positive about equality & diversity. The Chair sought additional clarification on why the UC results – although still good - had dipped compared with the autumn survey. The change was noted as probably being due to the time of year and the fact that teaching staff were chasing attainment hard earlier than usual; the phrasing of the questions could also have made an impact. It was noted that management were considering adding examples to the question phrasing to aid clarity in 2018/19. DDS confirmed that the survey data was produced at tutor group level and management would be reviewing the data at this level to consider follow-up actions. He assured the meeting that he had challenged the UC Heads of School to identify any reasons for the slight decline in results. The meeting discussed the disciplinary issues at UC which had possibly impacted on some learners who preferred a quieter environment. The Chair sought, and was given assurance that this issue had now been resolved; DDS confirmed that the security staff were now more aware of the impact on other learners and there would be a drive at enrolment 2018/19 to enforce good behaviour. There would also be a focus on behaviour management for teaching staff at the whole college training day in August 2018. The meeting took the separate UC and HC Learner Views Reports as read; these had been discussed in detail at the SSC meetings.

The meeting was reminded that as well as formal surveys there were a number of other methods of obtaining learner feedback during the year. These included: SLT group reviews; Course representative and Student Union feedback ongoing and at the organised conferences; HE representatives and SU executive inputs at committees, stakeholder forums and Governing body meetings; also, learning walks and formal and informal lesson observations routinely obtain learner feedback. Governors were reminded that Ofsted would use the NSS data but would also have access to the Colleges internal survey results. However, most importantly they would also talk to a number of learners during any Ofsted inspection.

The Chair sought an update on whether anything had changed in relation to knife-crime incidents since discussed at the last QCS meeting. DMcT confirmed that there had been no further incidents within the local boroughs. He also informed the meeting that he had e-mailed

## MINUTES

10

governor MAB about the action plan in Harrow College to deal with this potential threat after the last QCS meeting. Anecdotal evidence indicated that most of the recent knife crime in Harrow Borough was within school aged learners. Awareness of knife crime issues would be increased during 2018/19 by increased tutorial activity at both colleges.

***The report was TAKEN AS READ and NOTED***

### 10.6 SEND Update

The meeting noted a report which covered the SEND provision across HCUC. For 2017/18 the High Needs Students (HNS) count was: 183 at UC (87 in 2016/17); and 191 at HC (182 2016/17). The report informed Governors that for 2018/19 the 'home borough' of Hillingdon had now confirmed a total of 379 HNS element 2 places (183 at UC and 196 at HC) - equal to the 2017/18 allocation. The College would need to agree any additional numbers with the Local Authority as projected growth for 2018/19 was now to 451 HNS places. The report detailed the HCUC strategy for this area of work during 2018/19, the continuing partnerships work into 2018/19 and the proposed Quality Action Plan.

***The SEND report was TAKEN AS READ and NOTED***

### 10.7 Summary of Staff Focus Group Feedback

The report to QCS summarised the feedback from the four staff focus groups held during 2017/18 across HCUC. Staff focus groups, involving just under 50 staff in total, were conducted in the autumn and the spring terms across the two colleges. The first group involved lecturing staff (November 2017) whilst the second comprised a range of support service staff (February 2018). The purpose of the focus groups was to use the forum to discuss issues that were assisting and hindering an effective work environment and work practices, with a view to addressing action that could improve things and/or to advise staff about the College's stance on the matter. Comments were not attributed to an individual member of staff and the focus group is supplemented with an anonymous questionnaire that broadly mirrors the topic areas covered. A wide range of topics were covered including: Time management and barriers to fulfilling the job role; Communications; Learner impact/ culture & ethos; Customer service; Lesson observations; Teaching & learning hour; Study programmes, including English & maths; Ofsted Inspection; Student attendance & punctuality; People management, Career development; Staff training; E-learning; IT resources; Quality/Improving the quality of TL&A; Equality & Diversity; Safeguarding and Prevent; Leadership & management; Team-working; and Merger. The meeting was reminded that the 2017/18 summary report would be presented to the Corporation in July 2018 and that detailed reports had been presented to the Resources Committee in November 2017 and March 2018.

***The Staff Survey Summary report was TAKEN AS READ and NOTED***

### 10.8 HCUC Equality and Diversity (E&D) Report

The meeting noted this report which provided QCS Committee members with in year updates relating to progress on the HCUC E&D Action Plan. There were no areas of concern with all areas rated as 'green' apart from the following which was flagged as 'amber' until the end-year data was confirmed: Stage 3 Disciplinarys were being monitored for ethnicity, particularly Black African.

***The Equality and Diversity update report was NOTED***

### 10.9 Risk Register

The meeting received the section of the HCUC Risk Register which outlined the key risks aligned to the College corporate goals which should be monitored by the Quality Curriculum and Student Committee.

***The Risk Register was NOTED***

## MINUTES

11

**10.10 Minutes of Stakeholder and Scrutiny Committees (SSCs), Harrow College and Uxbridge College**

The minutes of the recent UC SSC meeting held on 12<sup>th</sup> June and from the HC SSC held on 13<sup>th</sup> June were received.

QCS members asked for management's view on how the SSCs were working in relation to the QCS Committee. The Principal informed the meeting that she had circulated a questionnaire to all SSC members at HC and UC to get their views on how the SSCs had operated during the first year post-merger. The questionnaire sought to see how the tension between the central governance of HCUC – the 'wider context' - and the local accountability and scrutiny of each College was working in practice. The Principal Harrow highlighted the useful challenge that she had received at the last SSC and the suggestions given on how to improve the SSC format as HCUC moved into its second year of operation. The meeting was informed that this would be discussed in more detail at the HCUC Governors' Training Day in October 2018 when a summary of feedback from the Non Executive Advisers on the SSCs would be available.

***The SSC Minutes were NOTED and RECEIVED***

**11. Any other business**

- ***Location of Next QCS Committee Meeting***

***The meeting AGREED that the November 2018 QCS Committee meeting would be held at Uxbridge College, Park Road campus. The subsequent meetings would be rotated between Uxbridge and Harrow campuses.***

There was no other business. The meeting closed at 5.25pm.

Signed.....

Date.....