

MINUTES



Directorate: Governance

Minutes of: Quality Curriculum and Student Committee

Date: 8 March 2018 **Time:** 4.00

Venue: Executive Meeting Room, Uxbridge Campus

Present:

Antonio Weiss (AW)	Governor (Chair)
Kai Barnes (KB)	Staff Governor
Mark Billington (MB)	Governor
Mariann Rand-Weaver (MRW)	Governor
Laraine Smith (LS)	CEO/ Principal and 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 <i>(item 10.1 only)</i>
Gavin Hughes (GH)	Curriculum Dir SEND, Safeguarding & Prevent <i>(item 9 only)</i>

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 30 November 2017 at Uxbridge College**

The minutes were approved and signed by the Chair.

5. **Matters arising from the minutes of the meeting, 30 November 2017, 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 presented for information; the meeting was given assurance that the Stakeholder and Scrutiny Committees (SSCs) at each of the two colleges had received – or would be receiving - comprehensive updates relating to the QIP headlines specifically linked to Harrow College (HC) and Uxbridge College (UC). These would be discussed in detail at the SSC meetings.

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:

MINUTES



(i) Consistency in Study Programme attendance: Current attendance was noted as, full time (FT) 16-18 Study Programmes: HC (85.6%) UC (86.8%) HCUC (86.4%) and FT 19+: HC (83.8%) UC (86%) HCUC (84.9%). 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. The meeting discussed the risk of falling below the target of 86% by year end but the VPs were confident that the target would be met; there was a lot of activity in both colleges around securing improved attendance which included parent meetings. The Principal highlighted that it would be important to meet the 86% target for any future Ofsted inspection where an attendance figure above 85% would be expected for an 'outstanding' college. The meeting discussed the recent snowy weather when the College had not closed but attendance had been adversely affected. The Principal defended the decision to remain open as it demonstrated a tenacity to deliver teaching and learning whenever possible; the Governors fully supported this approach. DDS reminded the meeting that when an HMI had visited Uxbridge College 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.

(ii) Access to HE: 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). Current overall retention on Access to HE courses was HC (88%) UC (91%) HCUC (90%). The predicted QAR was: HC (72% - 82%); UC (68% - 87%) and HCUC (70% - 83%) which would be 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 now being implemented. DMcT highlighted that HC were focussing on the Access to HE programme in Health and Social Care; this would be discussed in detail at the impending HC Stakeholder and Scrutiny Committee (rescheduled for 21st March 2018 after being cancelled due to snow).

(iii) A level offer at HCUC: Governors noted that strong A level provision in GFE, in terms of learner numbers and performance, especially in London was rare. Although HCUC learner numbers overall were strong, 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. It was agreed that there was a need to present a strong profile for A Levels going forward for marketing and recruitment purposes and for Ofsted Inspection. In order to ensure this a full review of the current A level offer at HCUC was being undertaken. This was detailed in the Development Plan report to be considered at item 10.8 of the agenda: there would be a continued (and significant) reduction in the A-Level offer at Harrow College to a single group of Science A-Levels only (discontinuing Art pathways, Media, all Humanities, Economics, Sociology and Environmental Studies). The strategy to retain Science pathways would continue to attract high volumes of students who enrol onto Science BTECs, would provide a progression route pathway for the Science GCSE package and prior to linear A-Levels performed well above NA. DMcT confirmed that Science A-Levels would all be 'non-linear' for 2018/19.

(iv) Further stretch & challenge for all learners: The meeting noted 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 of the importance of strong VA performance to any Ofsted Inspection outcome.

MINUTES



Governors noted that 50% of the English and maths cohort at HC were 'English as a Second Language' speakers; it was commendable to move these learners on from and F to a D grade in one year. The meeting was reminded that as a result of the merger HC historical data had now been removed from the official portals; this was not even available to the College. It would therefore be very important for HCUC to demonstrate in-year learner progress. The meeting discussed the difficulties of requiring all learners to achieve GCSE and it was noted that there were still Functional Skills options for some learners but the government drive was to push all learners to achieve GCSE as this was being demanded by employers and universities.

(v) Further development of work experience in some curriculum areas: The current performance year-to-date 2017/18 was noted as follows: 16-18 Work experience and volunteering for UC 29% (compared with 24% YTD in 16/17 and 55% year-end 2016/17); for HC 28% (compared with 68% 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 would exceed a figure of 60%.

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

7. HCUC Higher Education (HE) Update Report

The meeting noted the report which contained information on the following: retention; Access to HE programmes; Progress against the HE Quality Improvement Plan Area for Improvement (Afls); results from the National Student Survey; and registration with the Office for Students.

- (i) Retention: The in-year retention data to the end of February 2018 for each College HNC/HND was noted as 86% HC and 82% UC. Retention for Teacher Training was at 100%. The overall figure for all HE across HCUC was 86% retention year-to-date.
- (ii) 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: 87% HC, 93% UC and 90% HCUC. The predicted QAR data 2017/18 was also noted: 72-84% HC, 71-87% UC and 71-85% HCUC.
- (iii) Progress against HE QIP Afls 2017/18: The meeting noted a summary which detailed in year progress against the areas for improvement in the HE QIP. The report also gave the Governors data on the previous QAA review findings and the 2016/17 SAR rating for each of the Afls as follows:

Academic Standards (UC) – progress rated as 'green' 2017/18.

- Improve retention rates on Creative Computing Games HND, Mechanical HND and Sport
- Improve achievement rates on HNC Sport

Academic Standards (HC) – progress rated as 'amber' for 2017/18.

- Improve retention and achievement on HNC Business
- Improve retention and achievement rates on HNC Health and Social Care
- Ensure exam boards consistent
- RPL Policy update

Academic Quality T&L (UC) – progress rated as 'green' overall

- Further improve staff specialist expertise by sharing best practice to ensure a positive learner experience on Engineering programmes.
- Black African and Black Caribbean students are less well retained than other groups
- IT resources to support the technical curriculum areas (progress rated as 'amber' although improvements had been seen).

Academic Quality Learner Experience (HC) – progress rated as 'green' overall

- Individual needs being met
- All students to achieve well on HNs (progress rated as 'amber').

Enhancement (HC) - progress rated as 'green' overall

- Improve facilities for HE students ensuring that dedicated spaces are available at both campuses to enable group work and focused study opportunities.
- Ensure standardisation and robustness of capturing student feedback; draw on the analysis in order to seek further opportunities for enhancement.

MINUTES



Public Information (UC) – progress rated as ‘red’ as the 2018/19 HE handbook and fees had not yet been published. DDS confirmed that an action plan was in place to ensure that this information was available earlier in 2018/19, **this would be presented to QCS Committee for information at a future meeting.**

- In year monitoring to ensure compliance with CMA, OIA and HEFCE requirements are met in public information

Public Information (HC) - progress rated as ‘green’ although the college recognised the ongoing need to implement all aspects of Competition and Markets Authority’s (CMA) compliance

- Develop marketing opportunities including those focused on Level 3 students
- Ensure robustness of monitoring correctness of published information
- Fully implement the (CMA) compliance policy

Complaints (HC and UC) – progress rated as ‘green’

(iv) National Student Survey: The meeting was reminded that this was only an Afl for Uxbridge College. The two separate issues of organisation and management, and learning resources which had been flagged as issues during 2016/17 were now being targeted for improvement. There had been no student feedback of concern around organisation and management year-to-date. Governors noted that positive feedback had been received from ENGME students about their timetables. The meeting noted that the NSS response rate for HCUC (at February 2018) was at 65.1% compared with an average of 62% for Wk2 institutions and a National Average of 51.1%.

(v) Registration with Office for Students (OfS): The meeting was reminded that the OfS had now replaced HEFC and OFFA as the key regulatory body for HE. The College would be required to submit an Application for Registration with OfS which would have to be finalised by the end of April 2018; final guidance on this submission was expected in early March 2018. The meeting noted the HCUC preparatory action plan for the OfS registration submission which was based on the known dates within the timetable. The key activities would be centred around: Performance and quality review matters; an Access and Participation statement; Student Protection Plan; Transparency; Compliance with the Office for Independent Adjudication (OIA) in relation to the HE offer; HE Fees and Marketing and delivery of the programme. The Principal highlighted that the whole Corporation would need to approve the OfS submission. However, the current proposal was to use the same delegated authority process that had been used with the annual HE Quality Assurance process; MRW and AW would be given delegated authority to scrutinise the OfS submission and approve it on behalf of the HCUC Corporation. The meeting commented on the large amount of work required for this OfS submission which seemed disproportionate to the scale of HCUC’s HE provision.

The HE Update Report was RECEIVED

- **Higher Education KPIs**

The proposed Higher Education KPIs for 2017/18 were considered by the meeting (this had been an action point from the previous QCS Committee, 30/11/17). The meeting noted that the HE KPIs proposed (as listed below) reflected the type of dialogue and examination that HE programmes had experienced during previous QAA Quality Review Visits.

Metrics

1. Retention and Achievement: Retention – min target 80%; Achievement 90%
2. National Students Survey (NSS): HCUC scores for 90%+ of questions to exceed GFE averages and National averages and which must include questions pertaining to quality of teaching and teaching support.
3. Internal Student feedback utilising Unit reviews – min 80%+ learner satisfaction
4. Destinations data (to Higher study and related employment) – 85%+ positive outcome
5. Teaching Excellence Framework (TEF) metrics – identify any areas of risk

MINUTES

Qualitative

6. Academic Standards
7. Quality of learner experience
8. Learner enhancement
9. Public Information
10. Complaints/Compliance linked to OIA

The meeting noted that it was envisaged that each of areas 6-10 above, would be RAG rated as well as being: evaluated by the annual Self-Assessment Report; informed by any external Review; and assessed in-year for progress, utilising student feedback where appropriate. It was noted that there would also be an element of internal learner feedback to capture the views of any learners who were not eligible to take part in the NSS. DDS highlighted that these KPIs might need to be an interim position as the advent of the newly formed OfS could alter the focus and parameters under which HE provision and performance was judged. MRW suggested that the KPI for complaints should be based around a metric as governors needed to know numbers.

The Higher Education KPIs were APPROVED as presented; subject to the amendment of complaints being classed as a 'metric'.

8. Learner Satisfaction KPI Targets 2017/18

The meeting re considered the proposed HCUC targets which would form the KPIs within the College's Corporate Goals in relation to Curriculum & Quality. These had now been amended after discussion at the last QCS Committee meeting and were considered as follows:

- i. 90%+ of Qualification Types by Volume of provision to be at or above NA
- ii. 90%+ of SSA by Volume of provision to be at or above NA
- iii. 16-18 QAR to be 3%+ above NA
19+ QAR to be in line with or above NA
Within this: 16-18 Retention to be 92%+; 19+ Retention to be 94%+
- iv. HCUC 16-18 QAR to be within the top 5 of Greater London GFE colleges.
- v. WBL – Apprenticeship provision: Overall QAR 73% (NA 70%); Timely 70% (NA 58%)
- vi. 94%+ of HCUC learners to achieve a positive destination [internal & external progression]
- vii. Value Added data for Academic and Vocational provision to be at least within national norms.
- viii. English & Maths:
 - Functional Skills QAR: 16-18 min target 70%+ (NA 57%); 19+ min target 75% (NA 72%)
 - GCSE QAR: 16-18 88% (NA 77%); 19+ 88% (NA 81%)
 - GCSE (Grade 9-4): % TBC when GFE NA finalised. Indicative +2% above NA for E&M.
- ix. Full Time Attendance to exceed 85%
Report on exceptions by mode that are <83% within Corporate Goals commentary.
- x. Quality of TL&A: 86%+ of TL&A to be judged to 'meet expected standards well' or better.
- xi. Work experience: 60%+ of 16-18 year olds on Study Programmes to have undertaken college co-ordinated work experience.
- xii. HCUC Learner Satisfaction: this KPI had been amended after the last QCS Committee meeting following the Governors' suggestion that this KPI should focus on a few key Learner Satisfaction indicators for the Autumn and Spring terms across HCUC. The proposal was that HCUC would target: learner satisfaction to exceed 90% in the Spring term, internal survey exceeds 90% & external NSS exceeds 80%. The meeting noted that the Vice Principals had agreed to target the following four questions within the survey as KPIs in recognition of their impact on the student experience and on overall college objectives. Each could also be 'mapped' to the First Impressions Survey and to the 2016/16 Spring Survey which would enable in- year and prior years' trend analysis.
 - *How satisfied or dissatisfied are you with the teaching on your course or activity?*
 - *Overall, how satisfied or dissatisfied are you with the college or organisation that provides your learning?*

MINUTES



- *How strongly do you agree teachers regularly check your learning, give you feedback about your progress and what you need to do to improve?*
- *Has the use of technology such as mobile apps, tablets, laptops, Chromebook, internet, video, subject-specific software, etc. improved your learning?*

The meeting was reminded that the 'First Impressions Survey' had been issued to all students on programmes at HCUC in in 2017/18 in order to capture students' initial thoughts and reflections upon their experience from interview, to enrolment and to starting their course. In addition, HC & UC would both begin their mid-year Spring Survey on 12th March and formally close it on 16th April. The mid-year survey would provide in-year insight into student views targeting teaching, support on courses, checking of learning and was significantly more 'classroom focused' than the Initial Impressions Survey. A copy of the mid-year survey detailing all questions was presented to the meeting for information and taken as read (see minute 10.6 below). The mid-year 'Spring survey' would include 16 questions, nine of which were stipulated as part of the national FE Choices Survey requirements. The survey results would inform in-year updates for quality improvement plans (QIPs) for each curriculum area and would complement the wider Learner Voice Activity including the Student Parliament and Student Course Representatives activities reported to the SSCs in February and March 2018. MB suggested that the current wording of the question on the Learner Survey around technology only demanded a 'yes or no' answer but the College should be seeking more information in learners replies to this question. MB suggested changing the wording to start with 'how'. ***It was AGREED that the VPs should consider the wording of the IT question in advance of issuing the survey.***

The HCUC KPIs were APPROVED as presented.

9. HCUC Policy Updates

Preventing Terrorism & Radicalisation Policy: The meeting noted this new HCUC Policy which had been drafted by GH and his counterpart LJ at Harrow; this was a combination of the two previous separate College policies, taking the best from each. GH highlighted that there was also an appendix to the policy which was a Risk Assessment document. ***A copy of this Risk Assessment template would be circulated to QCS Members after the meeting.*** DMcT informed the meeting that there would be a 4-day Safeguarding Audit taking place at both HC campuses and Hayes during the week of 19th March 2018; this would review process and policies.

The HCUC Preventing Terrorism and Radicalisation Policy was APPROVED as presented.

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:

10.1 WBL Performance 2017/18

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. ***This WMS report would not be 'taken as read' at future meetings of the QCS Committee.***

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 (64 levy paying 194 non levy paying) that the College was working with. There had been 278 new apprentice learners across HCUC year-to-date. Governors noted that Apprenticeship teams remained highly active in recruitment and engagement. Recruitment had been good, particularly in Engineering and Early Years (UC) and Plumbing and Early Years continued to be demand sectors.

MINUTES



It was noted that the College was still experiencing a higher number of 19+ apprenticeship enrolments than predicted as more employers were willing to pay the 10% mandated contribution than expected; governors commended this news. This had resulted in a mismatch in 16-18's across some areas where the College had seen more 19+. Current vacancies were noted as being largely within Business Admin, Early Years and STLS with a few in IT, Engineering and Plumbing. The levy paying employer vacancies were noted as being largely within local schools, the NHS and the contract with Noon Products was still in negotiation. The majority of the 88 candidates at this time were interested in Business Admin, Engineering and IT. Governors were pleased to hear that Harrow recruitment continued to build momentum with Electrical Installation and Plumbing still recruiting well. The BDCs continued to recruit to the non-levy allocation, whilst focusing on levy paying employers promoting the management qualifications from Level 3 to Level 5. The meeting was also informed that a total of 105 vacancies had withdrawn before the apprentice starts on programme at various stages of the negotiation process; unsuitable candidates or employers had changed their minds; a further 11 learners had also withdrawn within the first 6 weeks. Governors noted the considerable time and work that had been put into these 105 vacancies with no funding outcome. Governors sought clarity on whether the pipeline would be increased if levy-payers realised that they were able to transfer apprenticeship funding to their sub-contractors who were SMEs. The general consensus was that this would increase apprenticeship numbers.

Tenders: The meeting noted the detail of all the recent and current tenders for apprenticeship contracts with levy paying employers. JW highlighted that tenders were often released with no warning and it was proving hard for WMS management to identify why some tenders were successful whilst others had failed. Governors sought clarity on whether the College was receiving feedback on unsuccessful tenders; JW confirmed that this was generally not the case. However, WMS management was now using the templates from successful tenders for future bids.

- **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
- **Pending Tenders**
- Royal National Orthopaedic – Level 2 and Level 3 Health Care Practitioner

Standards: The meeting noted the number of new standards that the College was delivering, JW confirmed that these were being implemented wherever possible. Current delivery at January 2018 included: Customer Service (L2); Engineering (L3); Electrical Installation (L3); Dental Nursing (L3); Adult Care Worker (L2); Hairdressing (L2); Accounting (L3); IT (L3); Junior 2D Artist (L4); Operations/Departmental Manager (L5); Digital Marketing; and IT Infrastructure Technician. The number of learners on each of the new standards.

2017/18 Predictions: The current predictions for WBL success data in 2017/18 were noted as follows:

Harrow: overall achievement in range 64.0% - 71.8% and timely within 32.3% and 58.1%.

Uxbridge: overall achievement in range 63.9% - 74.9% and timely within 55.0% and 66.2%.

HCUC: overall achievement in range 63.9% - 74.5% and timely within 52.7% and 65.3%.



MINUTES



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, with realistic predictions reflected in the mid-point figures. 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.

Employability: The meeting noted that 18 employability courses had been delivered during 2017/18 year-to-date (11 at UC and 7 at HC); 107 HCUC learners had been involved. New Employability Digital courses would also be delivered as additionality to the part time 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. The meeting was pleased to hear of a recent referral partnership established with Prospects delivering the new Work and Health Programme.

JW informed the meeting that the Sector Based Work Academy (SBWA) partnership work continued with the following partners:

- High Meadows / Harrow JCP – new Pinner-based residential care home – 19 February start
- Intu – recruitment and delivery expected to start around Easter
- Home Instead – publicity, recruitment & delivery to begin once High Meadows has run
- Watford Community Trust/Harrow Works – exploring pathways to build on existing models
- Camden Carers - negotiation started but no contact recently; this would be followed up.

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

- Work Programme: £18k positive variance – contract variation from Reed/ DWP based on the new simplified Job Outcome payment structure – funding will be available sooner in a single payment. Governors were reminded that the Work programme would soon be coming to an end.
- ESF- Basic ESOL for the Unemployed is on track.
- Learndirect (Hospitality) contract had been handed back by mutual agreement as targets were too challenging. There would be no further recruitment but the College was continuing to support existing learners.
- GOLDD recruitment ended 31 January, continuing to support existing learners into work or further study – link with Redwood College supported internships
- Construction Training Centre (“Hard Hat Ready” programme) – remained at 52, new courses were in planning. Job starts had now increased to 38%. Discussions had taken place with Hillingdon council to explore initiatives to maximise job starts whilst also addressing shortfalls in the sector within the borough.
- 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. 40 starts leading to 20 jobs. Discussions with Menzies on training to support their recruitment accessing these funds.

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

MINUTES



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

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/ would be considered in detail at the SSC meetings.

The report was TAKEN AS READ and NOTED

10.3 Attendance and Retention

This detailed report showing attendance and retention was taken as read as this issue had been discussed earlier in the meeting. The report contained retention data split by type of provision and Subject Sector Area (SSA) for each of the Colleges as well as for HCUC combined.

The report was TAKEN AS READ and NOTED

10.4 Learner Progress including Value Added

The meeting took this report containing the detail of the HCUC Value Added information from the DfE Level 3 data as read.

The report was TAKEN AS READ and NOTED

10.5 English and Maths Report

The QCS Committee took this detailed report as read; it provided the summary data for 2016/17 as well as year-to-date information for 2017/18.

The report was TAKEN AS READ and NOTED

10.6 Student Feedback

The meeting noted a copy of the HCUC Spring Term Learner Survey Questionnaire 2018 as discussed earlier in the meeting (minute 8 page 6 of these minutes). The meeting took the UC Student Services Report and the HC Learner Views Report as read; these had been/ would be discussed in detail at the SSC meetings. The Chair sought clarification on the UC Student Services Report which flagged recent work undertaken on knife crime awareness. The UC report included numbers of tutor reps that knew of people that carried a knife – 6 of this group knew more than 5 people who carried a knife. AW asked whether the figures should be of concern and sought additional assurance on what the College was doing to address this issue. DDS agreed that the figures were concerning but gave the meeting a detailed update on the Uxbridge College 'Knife Crime Awareness Week' to be held at Uxbridge. The meeting was informed that Damilola Taylor's father Richard Taylor had recently been into College to speak to learners about the impact of gangs and knife crime. This had been followed up by discussions in tutorial groups which focused on gang culture; DDS informed the meeting that this would be followed up by a survey to assess the impact. The Principal informed the meeting that HCUC would be investing in a knife arch which could be taken to each of the campuses on a random basis for spot checks on learners. Although there was more of a concern in relation to Uxbridge College DMcT informed the meeting that Harrow College was not without incident; work was being undertaken to mentor an ESOL group after some violence outside of the College campus.

The report was TAKEN AS READ and NOTED

It was AGREED that knife crime with young people was a very real concern and HCUC should roll out a positive programme to raise awareness and mitigate against it across all of the College campuses.

10.7 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 (18 in 2016/17).

MINUTES



The headline in year Key performance indicators in the report were:

- Current retention High Needs Students = UC: 99.3% & HC: 97.1%
- Current attendance High Needs = UC: 90.2% & HC: 89.8%

The report informed Governors that for 2018/19 the 'home borough' of Hillingdon had now confirmed a total of 379 HNS element 2 places - equal to the 2017/18 allocation - which would enable the College to plan towards staffing capacity and group sizes. The College would need to agree any additional numbers with the Local Authority as projected growth for 2018/19 was to 425 HNS places.

The report detailed the ongoing challenges for this area of work during 2018/19 and the fact that HCUC was developing a headline SEND strategy to review:

- Growth & Capacity and accommodation – continued growth of HNS specialist provision.
- Curriculum offer- meeting the needs of the community and fitting within wider challenges.
- Appropriately trained staff & capacity
- Approach to HNS- support
- An HNS journey into, within and beyond college.
- Costs
- Ofsted & HNS

The SEND report was TAKEN AS READ and NOTED

10.8 In Year Teaching Learning & Assessment Report

Quality of TLA - Harrow

- Developmental observations showed improvement:
 - From 139 observation judgements: 19% Exceeds + 85% Meets: = 84% (vs 77% 2016/17). 1% below target 85% improvement target for Exceeds & Meets.
 - 15% Require Improvement and 1% Does Not Yet Meet = 22 Staff: 3 of the 22 receiving 1:2:1 LIC support, 5 scheduled to start February, 7 currently on the Essentials Programme, 7 scheduled to begin Essentials in February.
- 84% teaching staff Exceeded or Met the cross-college AFIs (embedding English & Maths, upbeat lessons, meeting individual needs).
- Overall 8 teaching staff enrolled onto February Essentials Programme, 9 enrolled onto the Power of Teaching.
- AFI: 67% English teachers met the English and Maths expectations - 3 'requiring improvement' (RI) were included in the above Essentials programme.
- 8/8 Maths teachers meet expectations.
- Student mid-year survey w/b 5/3. In the start of year initial impression survey 95.1% of 1070 students surveyed are happy with the teaching on their course (83% 2016/17), and 96.1% with their tutorials/SPAs (79% 2016/17)
- Three observation tranches + Essentials & Power of Teaching observations: 2017/18: walk-throughs (completed), developmental (completed), ESIS Inspectors (completed-awaiting feedback).

Validation: ESIS Inspection validation commencing 19/2/18 informing inspector led cross-college CPD 22/3/18. Reports on judgements will be received week beginning 5th March by both Curriculum Area and by individual staff member.

Continuous Professional Development (CPD):

- November cross-college Development Day focus eLearning. January cross-college Development Day focus observation readiness, active learning, meeting individual needs and resource planning.
- Inspector led cross-college CPD 22/3.
- HCUC cross college Access (two shared training sessions YTD), M&E (three windows planned) and A-levels CPD (July HCUC Development Day)
- Enhanced online Group Profiles focus on individual needs eg. HNS.

MINUTES

Quality of TLA - Uxbridge

A range of strategies enabled schools to continually evaluate the quality of TLA. Fewer Lesson Observations had taken place than at the equivalent time last year, but work was in place to complete these for all staff. The 'First Observation' report evidenced 91% of judgements as 'Exemplary Practice'/'Meets Expected Standards Well'. As a high proportion of these were external (69%), this measure provided a gauge similar to inspection. However, judgements relating to 'Exemplary Practice' did appear to be unusually high, and these might be lowered were assessment also to be taken into account. There were common 2017-18 areas for development identified in lesson observation reports which included: clear learning outcomes, with tasks broken down into meaningful chunks, more detailed planning to meet individual learner needs, setting individual class targets to gauge progress, frequent checks on learning, and explicit development of learner English, maths and employability skills and learner completion of higher-order tasks including evaluation.

In addition, Peer Observations, Advanced Practitioner observations and frequent Learning Walks were taking place to identify progress made on staff areas for development. This enabled a check of in-class and in-year learner progress and helped to support cross-college development of particular themes including 'Stretch and Challenge' and the routine development of English and maths skills as well as the promotion of Equality and Diversity and British values.

Training days and school Teaching and Learning hour topics also provided input to improve staff areas for development. This year schools had benefited from Google Classroom; Behaviour Management; Effective Directed Learning; Effective support for students with LDD, Employability Skills/ My CV/ Work Experience, Differentiation, and effective Standardisation of marking.

The College had commissioned two recently retired Ofsted HMIs to conduct an audit on the quality of TLA. This would take place immediately before and after the spring break. The Inspectors would view a sample of lessons in the same curriculum areas at HC and UC and examine key evidence to offer an overall gauge of the standards /quality of TL&A, with a summary of respective strengths and areas for development. This would then also enable the HMIs to provide a judgement of the quality of TL&A at HCUC as a combined college.

The TL&A Report was TAKEN AS READ and NOTED

10.9 Summary of Staff Focus Group Feedback

Uxbridge College: The Spring term staff focus group comprised support staff from a wide range of service areas, including academic School administrators, employer services, Exams, technicians, Finance, HR, LRC, ELAP, Guidance and support, attendance co-ordinators and learning support. Staff were provided with an opportunity to offer their opinion on a range of issues that were considered important for an effective working environment and continued improvement of the College. Views expressed were not attributed to any single member of staff and the findings would be presented to and discussed at SLT, CMM and SSC.

Staff responses showed they were committed to the College and positive about key aspects, but they also raised concerns in a number of areas. Constructive suggestions for improvements were taken seriously. Responses had been made and management action to address issues where possible had been and was being taken.

Staff were most positive about the way the College addressed Equality & Diversity, the Safeguarding and Prevent agenda, leadership & management and team working.

The areas of most debate and/ or identified as needing improvement –

- Barriers to effective working and time management, including additional invigilation duties, unreliability of printers, PC speed and continued issues with the new HR iTRENT system.
- Standards of learner behaviour, especially toward support staff
- Customer service/responsiveness relating to IT services and Estates
- Training & development more targeted and suited to the needs of Support staff
- Agreeing the most effective approaches to improving learner attendance & punctuality
- Impact of merger.

Harrow College: The Spring term staff focus group drew feedback from college-wide support staff including: International, class technicians, security, exams, learning advisors, Department Administrators, Quality support staff, Human Resources, Learner Services, Careers, the LRC and marketing.

Support-staff colleagues offered opinions/suggestions and outlined strengths and development points related to: time management, training, communication, quality and customer service. Staff were clearly positive about Harrow and their desire to provide an outstanding service.

There was useful discussion on a number of areas that support staff viewed as requiring attention to improve the service. Views expressed would be (or had been) discussed at SLT, CMG, CMT and wider.

Headline strengths:

1. Staff very passionate, positive and proud of impact on students.
2. High number of examples discussed on impact/service impacting positively on student attainment e.g. communication strategies from exams, phone call strategies from DAs, LRC engaging with harder to reach students, careers visiting class groups to aid progression.
3. Agree attendance as a key priority for HC.
4. Well publicised job opportunities were advertised internally
5. Equality & diversity seen as a real college strength - 'embedded in the college culture'.

Headline Areas discussed for Improvement:

1. Wider training required on the new MIS system- too much learning by *trial & error*.
2. A want for more corporate services to be available on both sites (UC & HC)
3. Communication regarding the merger, systems changes and concerns that process changes were not discussed.

The Staff Survey Summary report was TAKEN AS READ and NOTED

10.10 Development Plans

The meeting noted the Development Plan focus for each of the two Colleges for 2018/19. This was set against a background of qualification reform and Higher Technical Skills including T-levels update. The report outlined the following development plans:

Harrow College: Targeted reductions in underperforming & unviable pathways (as discussed earlier in the meeting, see minute at 6(iii)).

- (i) A-Levels: continued (and significant) reduction in the A-Level offer at Harrow College to single group of Science A-Levels only (discontinuing Art pathways, Media, all Humanities, Economics, Sociology and Environmental Studies). Retaining Science pathways attracts high volumes of students who enrol onto Science BTECs, provides a progression route pathway for the Sci GCSE package and (prior to linear A-Levels) performed well above NA (NB. Science A-Levels will all be 'non-linear' for 2018/19).
- (ii) HE: continued reduction in the Higher Education offer at Harrow College to one group of each of ICT & Business. NB: retaining these two pathways is predicated on the number of fully enrolled internally progressing L3 continuers prior to summer break.

Uxbridge College: There were no targeted reductions in terms of whole programme areas. Detailed discussions (involving the Principal, Vice Principals, Director MIS, Curriculum Director and Head of School) to agree target enrolment numbers for each school portfolio were taking place w/c 26th February until 8th March.

The Development Plan report was TAKEN AS READ and NOTED

MINUTES

**10.11 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***

10.12 Risk Registers

The meeting received the Risk Register which outlined the key risks aligned to the College corporate goals which should be monitored by the Quality Curriculum and Standards Committee. ***The Risk Register was NOTED***

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

The minutes of the recent UC SSC meeting held on 18th February were noted. The minutes from the HC SSC would be circulated to all Governors as soon as available; the HC SSC had been postponed until 21st March 2018 due to snow at the end of February.

11. To confirm and agree the dates and times of QCS Committee meetings for 2017/18

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

- Thursday 28th June 2018 at 4.00pm

The venue for this meeting was confirmed as the Uxbridge campus at Park Road.

Governors suggested that some future QCS Committee meetings could be held at Harrow Campus in order to provide some more visibility of Governors to HC staff and learners.

12. Any other business

There was no other business. The meeting closed at 5.40pm.

Signed.....

Date.....