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Directorate:	Governance	
Minutes of:	Quality Curriculum and Student Committee	
Date:	19 November 2020	Time: 4.00
Venue:	Online access via Zoom	
Present:	Mariann Rand-Weaver (MRW)	Governor (Committee Chair)
	Melissa Bridge (MB)	Staff Governor
	Darrell De Souza	CEO/ Group Principal and Governor
	Amanda Priem	Governor
Apologies:	Johanna Morgan	Governor
	Paul Walker (PW)	Governor
In attendance:	Pat Carvalho (PC)	Deputy CEO/ Principal Harrow College
	Gavin Hughes (GH)	Dir SEND, Safeguarding & Prevent (<i>item 6.3 only</i>)
	Dylan McTaggart (DMcT)	Deputy Principal
	Tracy Reeve (TR)	Clerk to the Corporation
	Judith O'Neill (JO'N)	Director Vocational and HE (<i>item 6.2 & 7.1 only</i>)

1. Apologies for absence

Apologies had been received from Paul Walker and Johanna Morgan. The Chair (MRW) welcomed all to the first QCS Committee meeting of the 2020/21 academic year.

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 QCS Committee meeting held on 25 June 2020 at Uxbridge College

The minutes were approved and signed by the Chair.

5. Matters arising from the minutes of the meeting, 25 June 2020, not on the agenda

Item 6 (page 2) - Centre Assessed Grades (CAG): DMcT confirmed that although there were some instances of CAG being amended by awarding bodies the government intervention meant that College CAG were awarded in all cases.

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

6. Discussion Items:

6.1 Covid-19 College Response summary

Curriculum & Quality – Delivery of Learning 2020/21:

The meeting noted a detailed report which gave Governors an update on the following aspects of learning delivery at HCUC.

- School bubbles at HCUC: Students had been timetabled into School Bubbles; coloured lanyards matching zones indicated if a student was in the right geographical area of the College. As previously noted, to avoid cross-contamination English and & Maths was now timetabled within School lanyard bubbles. QCS Committee members were reminded that HCUC had required staff to wear face-coverings when within 2m since the beginning of term, this had more recently been made

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compulsory by government. The meeting noted that 109 student cases and 32 staff cases of Covid-19 had impacted upon over 1300 students (including during October half term student break); each affected contact had been tracked and decisions were then taken.

- **Onsite & remote delivery:** The 'remote delivery rationale' steers the College procedure for agreeing 'up to 25% remote delivery' which culminated in a Curriculum Director owned decision. The meeting sought additional assurance around learners access to IT resources and mitigating any ongoing negative impact on remote learning. DMcT assured the meeting that HCUC was self-funding IT kit to loan to students and also utilising £200,000 of BAME 19+ project funding. The College had audited student need and had identified the need for 819 kit items (laptops, Chromebooks, headsets, dongles). DM informed the meeting that the College had pre-ordered 200 laptops, 20 headsets & 50 webcams – staff would need to prioritise where the need was most impactful to student engagement. Governors were assured that as the majority of delivery during the autumn term had been face-to-face the College had been able to provide necessary IT kit from within current College stocks where learners were self-isolating.

Governors noted that a staff rota system had been available to local managers since October to allow staff the capacity to work remotely where this did not negatively impact on the student experience; this sat alongside the HCUC Work from Home Policy.

- **Student knowledge-gaps:** The meeting was reminded that students had joined HCUC from disparate starting points and the College was now focused on closing the 'knowledge-gaps' resulting from highly varied lockdown delivery by feeder schools. The meeting was reminded that 2020/21 was very likely to be an inspection year for HCUC given that the College was now beyond the prescribed three years post-merger 'window'. DM highlighted that Ofsted would apply an additional focus on knowledge-gap attainment and remote delivery. The meeting noted that the College had access to a £961,000 16 to 19 tuition fund which was aimed at supporting students in English, maths, and other courses where learning has been disrupted. While this was being complicated by an unhelpful restriction on group size, 3-5, the College would apply as much of this fund as could be aligned with the needs of the baseline assessment activity now being completed. Governors sought more detail on whether the skills gaps were displaying any trends or patterns but it was too early to highlight this.

- **Supporting Vulnerable Learners**

The meeting noted a report which gave them assurance around the ongoing work being undertaken to support vulnerable learners during the pandemic. There were currently 35 serious safeguarding cases, 344 Looked After Children, 76 Care Leavers, 219 learners requiring ongoing mental health support and 484 students with EHCPs. Both Colleges had worked hard to ensure that Student Wellbeing was supported during the period of College closure. It was noted that since September, most child protection meetings had been held remotely, as had Personal Education Health Care Plan (EHCP) meetings for looked after children. GH confirmed that this new remote attendance was working well and a better use of time with staff not having to travel to attend.

The HCUC bursary agreement was in place to ensure vulnerable students continued to receive their weekly payments and Free School Meal entitlement. HCUC had also paid for free school meals during the October 2020 half-term. High needs students had continued to receive support during the initial lockdown and during this first term back. A few high needs students were working remotely as they had not wished to return to face-to-face teaching.

The College App and VLE had been used to disseminate wellbeing messages, links to relevant materials and websites promoting aspects such as the importance of exercise, eating and sleeping well, dealing with anxiety, trying new activities and creating a suitable place to study.

The Covid-19 update was NOTED.

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6.2 Technical Levels and associated projects

The meeting noted a paper outlining the T Levels, Capacity Development Fund, Transition fund and related projects. Governors were reminded that a detailed report on the development of T Levels and associated projects had been presented to both SSCs. QCS Committee noted a summary which outlined the key activity as follows:

- T Levels: Uxbridge College had started delivering the first Digital T Level (11 enrolments) and the Early Years Education T Level (13 enrolments) in September 2020. Staff teams had reported that learners were challenged by the T Levels content and were ensuring that delivery was being adjusted to support learners, particularly in relation to preparation for external assessments in the summer. Preparation was underway for additional T Level delivery in 2021/22, supported by Early Adopted funding. The teams involved in developing the T Levels at Harrow College had now been established. The T Levels Implementation Plan and Statistical Annex had been submitted to the DfE to meet the deadline. The Statistical Annex provided indicative numbers for all HCUC T Levels routes up to 2023/24. HCUC had expressed an interest in delivering the Hairdressing T Level (UC) and Beauty T Level (HC) from September 2023. The meeting was pleased to note that 2 T Levels Managers, one for each College, had been recruited to support the development of this work through the Capacity Development Fund (CDF). JO'N highlighted the ongoing issue with work placements which were hard to source on site during the pandemic. The meeting was reminded that the timeframe for delivery of the work placements was two years.
- Capacity Development Funding (CDF2): HCUC had submitted a return to the DfE to demonstrate how CDF2 had been used to achieve targets in 2019/20 – including during lockdown. A budget for a £187,000 underspend had been included in financial forecasts. HCUC had been awarded Capacity Development Funding for round three (CDF3) for 2020/21; it has been confirmed that HCUC would receive £500,000 funding for CDF3 in 2020/21 which would have to be spent in-year. The meeting was reminded that HCUC's target for Substantial Industry Placements (SIPs) was for 25% of the eligible cohort (499 students) to complete a SIP during 2020/21. The meeting was reminded of the ongoing challenges in securing SIPs during pandemic lockdown and remote working however there was still no provision for remote SIPs (even though many employers state this is how they are currently working.) HCUC was employing 5 Industry Placement Development Officers to support Schools achieve their SIPs targets; 2 of these have been targeted at securing placements for both Digital and the Science T Levels. TO date there had been 50 on-site SIPs secured.
- Transition Programme: The meeting was reminded that in June 2019 the College agreed to participate in the development of the Level 2 Transition Programme; £20,000 funding had been received to support this activity. Three Transition Programme groups (1 x Early Years and 2 Digital) had been recruited across HCUC. 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. Curriculum areas were being supported by the T Levels Development Managers to ensure the Transition Programmes provided the best opportunity for learners to progress to the respective T Level in 2021/22.

Governors commended the considerable partnership work that was being undertaken across a number of different projects and curriculum areas; there was clearly a great deal of valuable work going on to put HCUC at the forefront of new initiatives. The meeting discussed the ongoing issue with the lack of work placements for T levels and the DfE ongoing insistence that virtual/ remote work placements would not qualify (even this was currently the normal way of working within the digital industry). Governors suggested that the DfE were expecting very specific outcomes with a minimum of investment. The College would have to think carefully of what the ongoing cost of this infrastructure to support this work would cost. The challenges with rolling out the pilot programme would be replicated and increased when rolled out to all Colleges. DDS informed the meeting that the DfE minister, Gillian Keegan, would be holding a round-table discussion on this subject week commencing 23 November 2020. The meeting discussed the 'construction and the built environment' area of work placements and whether the inward looking currently in place by employers would add

to any future slump. The Deputy CEO highlighted the need to focus on the green skills in this area which was different to 'new build' but would be working with key employers in this area.

The update report on T Levels and associated projects was NOTED and RECEIVED

6.3 Autumn 'First Impressions' Learner Survey

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 2020 to all learners across HCUC to capture students' initial thoughts and reflections on their experience to date since September 2020 enrolment. The meeting was given confirmation that the survey included a question relating to Covid-19 and safety on site. For 2020/21 there were 16 questions which related directly to the students' experience of HCUC. Governors were reminded that Questions 14 (Would you recommend the college to a friend?) and 15 (Overall satisfaction) were the same questions used by the external FE Choices survey later in the year which would be used to benchmark Colleges.

The meeting noted that overall, the first impression survey had produced slightly more positive results than in the prior year; satisfaction was at 97% compared to 96%. Key strengths included student satisfaction with their teaching and learning (95%) and their study programme (96%). The meeting was pleased to note that the question in relation to Health and Safety – now including Covid-19 – had shown significant improvement from the prior year rising from 86% to 97%. This was continuing to be a focus at school level through tutorials to ensure that all learners were aware. In relation to areas for improvement these included knowledge of the student handbook 80% and the knowledge of what students could do after their programme of study. In addition, the knowledge and use of the LRC was low across HCUC at 69%; this had probably been negatively impacted by Covid-19 and limitations on access. Governors sought clarity on whether a booking system was in place for the LRC – GH confirmed that it was not available to book ahead for the LRC but only when in the space. DDS suggested that the SLT should look at possible options to enable learners to book space in the LRC. The meeting commended the strong response rate with 3404 learners completing the survey (3336 in the prior year). The meeting discussed the positive response to online learning which had not been expected; however, anecdotal evidence had shown that most learners preferred to be onsite rather than learning remotely.

The report was NOTED.

FOR APPROVAL

7. HCUC Self-Assessment Reports (SAR) 2019/20

The meeting was reminded that the finalised Qualification Achievement Rates (QAR) reports that summarised the confirmed College performance during 2019/20 had been discussed in detail at the Governors Training Day in October 2020. 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 2019/20 data across HCUC:

- 16-18 by Qualification Type: 99.6% of provision by volume was above National Average (NA).
- 16-18 by Subject Sector Area (SSA): 93.3% of provision by volume was above NA compared with 92% in 2018/19.
- 19+ by Qualification Type: 72.4% of provision by volume was above National Average (NA) compared with 90% in 2018/19.
- 19+ by Subject Sector Area (SSA): 98% of provision by volume was above NA compared with 95% in 2018/19.

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

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7.1 HCUC SAR overview and

7.2 Draft SAR 2019/20

The meeting considered an overview Self-Assessment commentary 2019/20 that related to HCUC; this had been drawn from the individual Harrow College (HC) and Uxbridge College (UC) SARs and performance data. The SAR overview report for HCUC had been drafted to mirror the format of the 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. The meeting noted the assessed SAR grades for overall effectiveness 2019/20 across HCUC compared with the comparable judgement for 2018/19.

Proposed SAR Grades - HCUC	2018/19 Judgment	2019/20 Judgement
Overall effectiveness	Good <i>with outstanding features</i>	Outstanding <i>with noted AFIs</i>
Quality of Education	Good <i>with outstanding features</i>	Outstanding <i>with noted AFIs</i>
• <i>Curriculum intent</i>	Outstanding	Outstanding
• <i>Curriculum implementation</i>	Good <i>with outstanding features</i>	Good <i>with outstanding features</i>
• <i>Curriculum impact</i>	Outstanding	Outstanding
Education Programmes for young people	Good <i>with outstanding features</i>	Outstanding <i>with noted AFIs</i>
Adult Learning Programmes	Good	Outstanding <i>with noted AFIs</i>
Apprenticeships	Requires improvement <i>with good features</i>	Requires improvement <i>with good features</i>
Provision for High Needs	Good	Good <i>with Good features</i>
Behaviour and Attitudes	Good	Good <i>with Outstanding features</i>
Personal Development	Good <i>with outstanding features</i>	Outstanding
Leadership and Management	Good <i>with outstanding features</i>	Outstanding

The meeting was reminded that the SAR judgements had been built up through the College; each curriculum area self-assessed then validation panels were held to validate the judgement. Governors sought clarification on what external verification would be undertaken on this SAR and DM agreed that he would get an external validation - from peer review (colleagues from another college) or from an ex-HMI - before it was uploaded to the Ofsted portal. Governors commended the very strong results and asked SLT to consider further how staff were kept motivated now that HCUC was recording the best outcomes in London. Governors were reminded of the ongoing staff communications which remained very strong throughout lockdown – the All Staff zoom calls were congratulatory and aspirational. Governors agreed that the very detailed data gave assurance that there was ‘clear-blue-water’ between HCUC and other providers. The meeting discussed the lesson observation data in the SAR and the low levels of ‘exceeds expectation’ teaching in some schools e.g. ENGTI with 0% exceeding expectation. DDS confirmed that while consistency was the key driver there was also an agreement that there should be some ‘exceeds expectation’ teaching.

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- **Emerging Strengths & Areas for Improvement (Afls) 2020/21**

The common strengths (i.e. a strength in each of the colleges) for HCUC to maintain were:

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:

- QAR consistency between Subject Areas and Qualification Types is very good and improved over four years- particularly for 16-18s.
- 92% of enrolments 16-18s and 19+ Qualification Types have a QAR above National Average.

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 2020/21 were highlighted as:

Impact

- 92% enrolments 16-18 & 19+ SSAs QAR>NA
- Consistency in Study Programme attendance
- WBL > timely & overall achievement across HCUC
- Ensure WBL are supported by robust employer/ learner IAG to support a positive experience and strong outcomes

Implementation

- Test and respond to students' awareness of the intent of their learning
- Increase the volume of work experience >80% (incl. SIPs under CDF3)
- Further enrich breadth of EIF TLA judgements to increase high performing (incl. micro tracking of 3Is and remote learning).
- Effectively track + support students with Covid-19 knowledge gaps (incl. through monitoring systems e.g. ProMonitor, catch-up strategies and formative feedback).

Intent

- Curriculum planning: further enrich and review curriculum intent to evidence value of each course.

The meeting commended the detailed information provided in the SAR 2019/20, which enabled them to understand the strengths and weaknesses of the two colleges and provided a clear picture across HCUC. The meeting noted the emerging strengths and areas for improvement on an individual College basis; these had been discussed in detail at the recent SSC meetings.

The HCUC Self-Assessment Report 2019/20 was NOTED and APPROVED; it would be presented to the Corporation on 8 December 2020 before being uploaded to the ESFA Gateway and to the Ofsted online portal.

- **Higher Education**
- HE Access and Participation (A&P) Statement and Action Plan

The meeting noted the HE Access and Participation Statement and Action Plan which was a requirement of Condition A of the Office for Student registration. JO'N confirmed that any delays

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due to Covid-19 in the implementation of the Action Plan would be caught up during the current term. This would be tied into the goals for the Institute of Technology (IoT). The ongoing issue of Black African and Black Caribbean HE learners was a focused piece of work for the HE Programme Committee. JO informed the meeting that HCUC was looking at holding a focus group for these HE learners to better understand any challenges and develop an action plan to mitigate and issues around delivery or assessment. The potential issue around low-income learners was also discussed but MRW countered against making assumptions without detailed data to support action. The Deputy CEO highlighted the access to POLA data which did support this low-income issue. MRW suggested that the A&P Action Plan needed to be more focused and linked to the supporting data. She also highlighted the timeframe of one-year being too tight although the link to the annual targets for the IoT to some extent had driven this. The meeting agreed that there would be real value in having a longer-term plan – e.g. over 5 years.

It was AGREED that JO'N and MRW would discuss improvements to the HCUC A&P Action Plan outside the QCS Committee meeting.

- HCUC Higher Education Self-Assessment Report (SAR)

The meeting considered the draft SAR covering HE provision at HCUC, this met Condition B of the OfS registration. QCS Committee members were reminded that this report had also been discussed in detail at the two HCUC Stakeholder and Scrutiny Committees. 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 Corporation understanding its role and responsibilities with respect to HE. JO'N confirmed that a paper making this explicit would be taken to the Corporation in December 2020. It was agreed that the current governance structure and operational control of HE provision was fully fit for purpose. The HE SAR (in relation to Condition B of the College's registration with the OfS) had been completed with robust actions identified to address areas for improvement (including student continuation rates – Condition B3 – for which the College received an enhanced monitoring notice from the OfS). HCUC HNC/ HND outcomes 2019/20 overall retention was 88%, and 97% achievement (TBC). Within this Harrow College was 100% for retention and achievement and UC 87% retention and 97% achievement. Uxbridge College Teacher Training retention was at 98% and achievement was 100%. The strengths and Areas for Improvement (AFIs) from the 2019/20 Self-assessment of HE at the College were noted as follows.

HE Strengths

- High quality learning experience and reliable assessment leading to high levels of achievement
- 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

HE Areas for Improvement

- Improved support for Black African students to address some low continuation rates
- Further development of some resources to support teaching and learning including IT and Learning Resource Centre.

MRW suggested that the HE SAR was too long – this obfuscated key data and strengths. DM thanked governor MRW for her ongoing input to the monitoring of HE at HCUC; her knowledge of the university sector and new OfS requirements was proving extremely useful for the College.

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The HE Update Report and HE Self-Assessment Report 2019/20 with identified areas for the HE QIP 2020/21 were APPROVED as presented subject to the suggestions made above.

- **Governors' HE Reporting Spreadsheet (conditions A & C)**

The meeting took the detailed reporting spreadsheet as read. JO'N highlighted that continuation rates were still showing as amber on this document as the College needed to keep a close watch on this element of HE provision. It was agreed that this spreadsheet would be used for the following year to ensure HE compliance and governor scrutiny.

- **Governance Leadership Self-assessment against the OfS Public Interest Principles**

The paper drew Governors attention to Condition E – Good Governance and, within this, the entries relating to the OfS' Public Interest Principles. In order to provide assurance on this matter the Clerk presented a RAG rated summary document which provided detailed assurance for Governors that HCUC had complied with the 10 OfS Public Interest Governance Principles for 2019/20.

The meeting AGREED that there was sufficient assurance for Governors that the College continued to comply with its ongoing requirements as set out under conditions of registration.

A paper would be taken to the Governing Body in December 2020 which highlighted the close scrutiny and key elements.

- **Work Based Learning (WBL) & Apprenticeships SAR 2019/20**

The meeting noted that the WBL QAR (63.6%) was down on the prior year and currently appeared to be below the WBL weighted national average (pending confirmation of an actual post-Covid18 2019/20 WBL NA). There had been four WBL Standards (with 5 or more learners) which had high achievement rates: HR, Junior 3D Artist, Adult Care and Hair. The College had submitted 83 centre assessed grades for English and Maths; these good results all passed external moderation. The meeting noted that 46% of the Withdrawals during the year had positive destinations i.e. Employment, Training or Education. QCS Committee also noted the improved retention on Motor Vehicle apprenticeships.

The detailed Apprenticeship QAR Report which gave data by each apprenticeship standard was taken as read.

The WBL report was NOTED.

7.3 In-year KPI Dashboard for in-year monitoring 2020/21 YTD

The meeting considered the data dashboard for Governors which showed in year performance against the Key Performance Indicators for 2020/21 split by Student Progress, TL&A, and Student Experience. The meeting noted the year-to-date (YTD) performance for HCUC, HC and UC for the following metrics: Retention, Work Based Learning (WBL) updates, FT Attendance, Employability, Lesson Observations, Complaints and Disciplinaries. DDS highlighted the following aspects of performance:

YTD performance against target for attendance 2020/21

Raw attendance overall was at 89% for 16-18 learners (92% excluding authorised absences) and 88% (91% including authorised absence) for 19+. There was variation within certain Schools and 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 3% lateness compared to 6% in the prior year.

Retention YTD was high and improved

Retention across both ages was well above national average (NA) and improved on YTD 2019/20.

- 16-18 retention was at 99.7% (weighted NA was 90.9% and prior year figure was 99%)
- 19+ retention was at 99.7% (weighted NA was 93.2% and prior year figure was 98%).

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- HE retention was currently at 100%.

Weaker Courses

DDS informed the meeting that 100 of the 102 weaker performing courses carried over from the prior year were currently above the retention NA for the year to date (98%).

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

The meeting was reminded that externally validated lesson observations (LOs) had been halted during the autumn term after staff focus groups indicated that this would cause too much additional stress in the current Covid-19 pandemic. Informal drop-ins were being conducted.

Work Experience

The meeting was reminded of the difficulty in meeting the target for work experience during the current Covid-19 pandemic. The DfE refusal to consider 'virtual' work experience was proving an issue.

Disciplinaries

The meeting noted that the number of disciplinaries was below YTD 2019/20 (18 v 28) and that exclusions were also lower than in the prior year (4 v 7). Governors were informed that learners were genuinely pleased to be back in College after the spring lockdown and seemed to be more mindful about better behaviour.

Complaints 2020/21

A detailed complaints report had been presented at HC & UC SSCs. There had been 10 formal complaints in total to date at HCUC (compared with 10 at the same point in the prior year), of which 5 (50%) 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 2020/21

The meeting has already considered the results of the Initial Impressions Survey that was undertaken across HCUC in October 2020. The college had secured an overall satisfaction score of 9.7 out of 10 (this figure was exactly the same at each of the individual colleges).

The KPI Dashboard was NOTED and RECEIVED

7.4 Enrolment Update

The meeting noted that actual HCUC enrolment 16-18 was at 94% of target (5680 vs a target of 6052 at 12th November 2020). By individual college this was: Harrow College 16-18s 84% target, and UC 16-18s 94.8% target. The same figures for 19+ were Harrow at 105% and UC at 10%. The SLT were still investigating the potential reasons for this shortfall in enrolment but the 'inflated' GCSE results due to Covid-19 centre-assessed grades were thought to have enabled students to remain in school sixth forms in HCUC's main recruitment boroughs (Harrow, Hillingdon, Brent, Ealing). Entry to Level 2 qualifications had been hardest hit with level 3 more buoyant and overall recruitment of 18 year olds and adults on full time programmes. Significant areas of concern were highlighted as Foundation Learning, ESOL and Science (16-18) and Health and Social Care (all ages) at Harrow. For Uxbridge, the areas of most concern were ESOL, Foundation Learning, Public Services and Travel and Tourism for 16-18 year olds.

The meeting noted that although confirmed internal progression data was not yet available the College had identified many students (all ages) who were offered progression did return. The figures were noted as: HC 82% 970 of those offered returned (-212); and UC 87% of those offered returned (-304). More analysis on this would be undertaken.

DMcT highlighted that the focus was now on ensuring students were well supported to remain on course. HCUC measures attrition in first 6 weeks and current retention was strong (as previously noted) at 99.7% (16-18) and 99.7% (19+); this was 0.7% & 1.7% above the same point in the year

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2019/20. Plans were already in place for September 2021 recruitment including a refresh of the college website and virtual recruitment opportunities starting in November 2020.

The College had also brought forward the review of student starting points vs. enrolment onto courses due to Covid-19. Having a clear understanding of students' baselines - particularly new students to HCUC – would enable teaching staff to ensure that they were providing the right additional teaching and support that students required. This would be supported by one-off DfE small-group funding for this year. This baseline review had now been carried out in line with first individual learning progress reviews with students. QCS Committee noted that in January 2021 staff would carry out a further review to see whether the % of students enrolled on to qualifications with entry requirements above their starting points and our internal baseline was in line with 2018/19 where approximately 40%+ students were enrolled onto qualifications above their starting points indicating a level of stretch and challenge. The additional impact of Covid-19 would also have an additional impact.

The report was NOTED and RECEIVED.

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.

8.0 Corporate Goals

The CEO (DDS) provided an update on the Uxbridge College's and Harrow College's Corporate Goals YTD achievement. The meeting was reminded that this was the first update since the approval of the Corporate Goals at the September 2020 Corporation meeting and reflected the impact of the Covid-19 pandemic. QCS Members were reminded that the format now reflected further alignment of common HCUC KPIs that each College was working towards. The detailed commentary now also prioritised the HCUC joint perspective but with some flexibility to account for the local Harrow or Uxbridge context. The front page now better reflected the emphasis on the '3 Is' within the Ofsted Education and Inspection Framework. DDS also highlighted the following factors:

- Quality of Education (previously TL&A) had been refined further to reflect increased importance of remote learning delivery as a result of the Covid-19 pandemic. Governors were informed that it was understood that Ofsted would be examining this as a specific aspect during future inspections. The importance of Curriculum intent continues to be emphasised. Until Inspections return, less reliance is being placed on external validation of observations in the autumn term; 'Drop-in' observations would be retained as a further means of gauging and improving the quality of teaching and learning. Governors were assured that as Ofsted inspection cycles resumed (expected January 2021) and reports become available, this HCUC methodology would be revised, as necessary.
- Learner Outcomes section now updated where 2019/20 comparative data had been confirmed.
- Finance & Funding section had been amended to reflect Covid-19 impact and additional sources of funding. The funding picture for 2020/21 was now confirmed following the ILR R04 submission.
- Under responsiveness and compliance, focus was now on the main Government backed projects. These being, Institute of Technology (IoT), T-level pilots and associated substantial Industry Placements, Mayor's Construction Academy (MCA) and activity linked to the newly available Covid-19 London economic recovery projects

DDS highlighted that the RAG rating system flagged up those items on the front page where progress in relation to a particular KPI or performance area had either faltered, prompting mitigating actions (amber rating), or stalled such that full achievement was now not possible (red rating).

The Corporate Goals Update was NOTED

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8.1 HCUC Academic Report

8.2 QAR Tables October 2020

These reports were taken as read as it had already been discussed in some detail at the Governors' October 2020 Training and Strategy Day. Performance data – prior year and current year - had already been discussed in previous agenda items.

The report was NOTED

8.3 2019/20 SSA SAR Tier 2 Grades with 2020/21 updates

The detailed reports for each college which detailed summary grades and progress against areas for improvement 2020/21 by curriculum area on 1 November 2020 were taken as read.

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 9 December 2020.

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 2020/21 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 484 High Needs learners. Specialist Element 1, 2 and 3 High Needs funding for learners would be at £6.6m for 2020/21 at the College; this was estimated to remain the same in 2021/22.

Partnership work in this area continued to be strong, with HCUC attending both Harrow and Hillingdon Local Authority's SEN strategy groups. The biggest priority for each of these groups was noted as the funding for High Needs as there was currently a national crisis in EHCP funding in schools and Colleges. Hillingdon Local Authority (LA) had commissioned consultants to look at a banding structure for element 3 and was including other LA's in its findings which could be adopted more widely. The meeting also noted that Hillingdon SEN strategy group had funded a £40,000 quiet room for learners at the Uxbridge Campus.

The meeting received the detailed quality data 2019/20 and was pleased to note that High Needs students' success rates (89.55%) improved on the prior year (89.32%). The gap in success rates widened from 1.98% in 2018/19 to 3.2% in 2019/20. The ongoing issue of securing good achievement for High Needs Learners on English and maths was also noted as an area for improvement during 2020/21.

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 on 3 November via MS Teams; 19 lecturing staff from across both colleges had attended. The range of topics covered, were as follows: Time management and barriers to fulfilling the job role; Communications; Learner impact/ culture & ethos; 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; Wellbeing, College values. The meeting took the detailed report outlining staff feedback as read. 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

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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 (25/11/20) with the HR Director present.

The report was NOTED

8.7 **Ofsted preparations & Delivery of TL&A from September 2020**

The Deputy Principal (DM) presented a report which outlined the recent Ofsted developments, expectations under the Ofsted Education and Inspection Framework and current HCUC Teaching Learning and Assessment progress. The detailed report which outlined findings from some of the autumn term 2020 Covid Interim Visits was taken as read.

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 10th November 2020 at Uxbridge College and 11th 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 SSCs had found the Landscape document which looked at current priorities and drivers extremely useful to consider the post-pandemic position in West London.

The minutes were RECEIVED.

10. **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 18th March 2021 at 4.00pm
- Thursday 24th June 2021 at 4.00pm

The venue for these meetings was likely to be remote access via zoom but if access to campuses could be restored QCS would revert to meet at the Uxbridge Campus at Park Road.

NOTED

11. **Feedback to Governing Body meeting**

The following items were agreed as highlights of the meeting:

- i) 1st Impressions Survey responses were very positive from learners and on a similar level to the previous year. This was good to hear in the current difficult environment due to the Covid-19 measures in place.
- ii) The current workload for teaching staff was huge to ensure learners received the necessary teaching in all modes of delivery as well as identifying any additional needs due to skills gaps/gaps in learning.
- iii) QCS scrutinised the HE Reports covering the college's compliance with the detailed OfS conditions of registration and were fully assured that the College continued to meet all the OfS conditions.
- iv) The meeting wanted to record that it had recognised that HCUC was very good at seeing and seizing new opportunities to develop as a College - e.g. IoT and T Levels, merger opportunities. However, there were 2 sides to being a pioneer - the challenges that this presented and the hard work by management and staff needed to be recognised by the Corporation.

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12. **Any other business**

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

Signed.....

Date.....

