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Directorate: Governance

Minutes of: Quality Curriculum and Students Committee

Date: 28 November 2018 **Time:** 4.00

Venue: Executive Meeting Room, Uxbridge Campus

Present:

Mariann Rand-Weaver (MRW)	Governor (Chair)
Lucy Khennache (LK)	Staff Governor
Karen Tyerman (KT)	Governor
Paul Walker (PW)	Governor

Apologies: Laraine Smith (LS) CEO/ Principal and Governor

In attendance:

Pat Carvalho (PC)	Deputy CEO/ Principal
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 6 only)

1. **Apologies for absence**

Apologies had been received from Laraine Smith. The Chair (MRW) welcomed all to the first meeting of the 2018/19 academic year, especially the new Governors, Karen Tyerman and Paul Walker. Everyone present introduced themselves for the benefit of the new governors.

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 held on 28 June 2018 at Uxbridge College**

The minutes were approved and signed by the Chair.

5. **Matters arising from the minutes of the QCS meeting, 28 June 2018, not on the agenda**

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

6. **HCUC Qualification Achievement Rate (QAR) Report Update: West Met Skills**

The meeting was reminded that the finalised QAR reports which summarised the confirmed College performance during 2017/18 had been discussed in detail at the Governors Training Day in October 2018. The meeting noted an update QAR Report for West Met Skills covering curriculum and Work Based Learning (WBL). 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 and was deemed important for Governors to review.

The meeting noted that HCUC overall and timely achievements for WBL 2017/18, as predicted in year, had disappointingly fallen below the national averages. Uxbridge overall achievement fell short of the NA by 1.8%. Harrow overall achievement fell short of the predicted due to the requirement to withdraw two learners who were on a formal break in learning and the

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need to continue the learning of four learners into the 18/19 academic year, a decision made towards the end of 2017/18. Uxbridge only timely achievement fell short of NA by 3%.

The meeting noted the detailed timely and overall success data by subject sector area for 2017/18. The delayed achievement of functional skills impacted on the timely achievement for dental nursing, early years and health and social care students. Lower than usual retention on frameworks with significant numbers in health and social care, plumbing and gas, early years and motor vehicle at level 2, affected the overall achievement. Areas of good timely and or overall performance were noted as electro-technical, engineering manufacturing (timely), IT, business administration and accounting. JW also highlighted that although not included in the QAR the Harrow College Lab Technician trailblazers had 100% success.

JW highlighted the actions to improve identified for 2018/19;

- Significant adjustments to the programmes for those in learning to mitigate the impact of functional skills, with a new model of delivery introduced for new starts to ensure Functional Skills were completed earlier in the programme.
- A more robust recruitment procedure, reinforcing the demands of the programme and commitment needed whilst ensuring academic ability.
- Heightened pastoral and mentoring support for learners at the start and throughout their apprenticeship
- Maximising the flexibility to plan durations of the apprenticeship to reflect the individual needs of learners

2018/19 Predictions: The meeting noted the 2018/19 predictions and were pleased to hear that current retention was 3% above the same point in the previous year.

Current predictions for WBL success data 2018/19 were noted as:

- Harrow: overall achievement in range 64.3% - 92.9% and timely within 44.0% and 92.0%.
- Uxbridge: overall achievement in range 68.7% - 80.7% and timely within 52.0% to 77.0%.
- HCUC: overall achievement in range 68.1% - 81.9% and timely within 52.8% and 80.6%.

The likely position at year-end would be the 'mid-point' predictions. Current areas of concern were noted as being in relation to 'Timely achievement' at: Uxbridge with Level 3 early years, motor vehicle, hairdressing and engineering, level 2 health and social care; and Harrow with business administration and plumbing. There were additional retention concerns impacting on overall predictions at Uxbridge with Level 3 engineering, motor vehicle, dental nursing and health and social care.

Starts and Enrolment: The number of new starts at each of the Colleges was noted split by levy and non-levy (HCUC overall figures 32 levy and 133 non levy), this also showed the number of employers (13 levy paying 103 non levy paying) that the College was working with. There had been 165 new apprentice learners across HCUC year-to-date and there were currently 77 candidates. The meeting noted that the majority of the current 77 candidates were interested in Accounting, Business Admin, Engineering and IT, Plumbing, Electrical, and Digital Media. JW also highlighted that a total of 29 vacancies had been withdrawn before the apprentice started on programme at various stages of the negotiation process; due to unsuitable candidates or employers changing their minds.

The meeting noted the detail of the current WBL recruitment activities across HCUC:

- Harrow Jobcentre Plus (JCP) referrals were low due to a high number of competitors looking for referrals. There had been a Harrow JCP Provider Speed-dating event on 7th November.
- The WBL Team attended Harrow JCP regularly to get speculative referrals but with limited success as very few people were actually referred.
- Attendance at The Job Show at Wembley Stadium in October generated 30 leads for apprenticeships, 46 for PFU courses, with most people interested in more than one course with us. Enabled HCUC to set up the first two Programmes for the Unemployed (PFU) courses in Harrow. The PFU waiting list at Harrow College was much healthier now as a result of attending this event.
- Working closely with Belina Consulting who run the "Grow Project" in Hillingdon; achieved 11 referrals, of whom 6 converted and 2 confirmed.

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- Presentation to Yoga clients at Jaspar Centre in Harrow on 16th November.

The meeting noted that various employability courses continued to be delivered across HCUC. Year to date 2018/19 there had been 4 at UC (with the next course starting on 7th November), and 1 at HC with a second planned for mid-November. These courses had 32 learners.

Standards: The meeting noted the number of new Apprenticeship Standards that the College was delivering by subject area. The number of starts on each of these was noted split between the two Colleges. In total there had been 125 starts on the new Standards during the year to date.

Employer Partnerships: The meeting noted that HCUC was now an approved supplier for the London Borough of Ealing.

LBH S106 Logistics - There was an ongoing tender to work with an airport recruitment service, Airconsulteam, under London Borough of Hillingdon (LBH) Section 106 Logistics funding. This contract was for £50,000 for delivering training and job search support to local Hillingdon residents to find work in Logistics sector in and near to Heathrow in partnership with Airconsulteam. JW confirmed that the College was awaiting approval of the proposal submitted to LBH.

Other employer activity was noted as follows:

Pret a Manger – The College Employability Team had attended company presentation at their HQ in Victoria on 24th September. This was followed up with a visit to Pret's stores in Heathrow T3 and T5 on 19th October; this gave the HCUC team a useful insight into their recruitment needs. Pret now wanted HCUC to help them find suitable new staff for their Heathrow stores; this would be promoted through PFU courses in Hayes and across the College on the Jobs Board. The meeting noted that Pret's expectations were high and that they would review the value of their partnership with HCUC based on the number of successful recruits sourced via HCUC.

Intu – Want HCUC to deliver their “Retail Gold” training programme in the New Year, probably February 2019 in the run-up to the new Lidl store opening in Uxbridge. This would be a combination of Retail Knowledge and Customer Service training at E3/L1.

'Digital Assist': JW outlined a new initiative at Hayes and Uxbridge JCPs which required HCUC staff to be located at each JCP twice a week to support vulnerable new Universal Credit claimants who needed to open their Universal Credit claims on the JCP's PCs. As the JCP staff were not allowed to “key-stroke” for their customers, there was a need for an independent third party organisation to provide this support. The SLT was expecting that this activity would pay dividends for the College through the delivery of extra referrals for PFU courses. Governors were assured that this new arrangement would be reviewed after a month to assess its value to HCUC.

Uxbridge Wider Employability Projects: The meeting noted the following activity:

Work Programme - very small caseload of hardest-to-help unemployed clients. Income greatly diminished as project draws to a close in March 2019.

ESF - Basic ESOL for the Unemployed (partner with College of North West London) was on track, delivering pre entry ESOL for new group of 17 learners– funding had been extended beyond July 18 until end March 2019.

ESF GOLDD – Although recruitment ended on 31 January, UC was continuing to support existing learners into work or further study. A good relationship continued with Redwood College whose supported internships had taken on 4 GOLDD learners who progressed on to further learning. One learner progressed to university to start a Foundation course in Computing and IT.

Construction Training Centre (“Hard Hat Ready” programme) – the meeting noted that 94 learners had now taken the CSCS Health and Safety training; 80 had obtained the Labourer Card to work on construction sites; 25 were in work following their training, mostly in construction-related roles.

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

7. **Self-Assessment Reports (SAR) 2017/18**
- 7.1 **HCUC SAR overview**

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The meeting noted the separate SARs for Uxbridge College and Harrow College and an overview SAR and commentary for HCUC 2017/18. The SAR overview report for HCUC had been drafted to mirror the format of the Ofsted Common Inspection Framework and reported on the following: Quality of Leadership and Management; Quality of TL&A; Personal Development Behaviour and Welfare (PDBW); Learner Outcomes; 16-18 Study programmes, Adult programmes, WBL apprenticeships, and High Needs Students. 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 and curriculum offer. HCUC's learner cohort for Class Based Learning (CBL) was split, 63% (16-18): 37% (19+). However, whilst the overall number of leavers (All Ages) were similar at HC (9240) and UC (10913) there were significant differences within this in terms of the 16-18/19+ split, with HC at 43%/57% respectively and UC at 80%/20%. This had a bearing on the relative levels of college funding as well as resultant variations in the type of programmes and modes of study of the cohorts of learners, at HC and UC, especially so for 19+. DDS highlighted that the SAR needed to highlight the curriculum intent for each of the colleges; Governors suggested that the characteristics of the two Colleges within HCUC should be distilled into curriculum intent before the SAR was posted to the ESFA portal and also posted onto the Ofsted website for their scrutiny (not available to the public on the Ofsted website).

The meeting discussed the comments on Leadership and Management and agreed that the senior leadership team had worked well as a cohesive HCUC unit post-merger. The meeting noted the assessed grades for overall effectiveness 2017/18 across HCUC:

Overall Effectiveness	2	16-18 Study Programmes	2	Adults 19+	2	Apprenticeships	3	High Needs	2
L & M	2	2+		2		3		2+	
Quality of TL&A	2	2		2		3		2	
PDBW	2	2		2		3		2	
Outcomes for Learners	2	1		2+		3 (moderated down to 4 by validation panel)		2+	

Governors were assured that the SLT judgements were honest and open about where the college was at – clear RAG ratings had been arrived at after robust common examination. The grade for TL&A had been set at Good as there was more work needed on the consistency across the whole of HCUC. However, Governors were assured that the headline levels were good at both colleges with UC marginally ahead.

Governors sought further clarification on how the judgements had been arrived at. DDS explained how the SAR had been built up through the College; curriculum areas self-assessed then validation panels were held to validate the judgement. The meeting was informed that after the Validation Panel for WBL had been held on Monday 25th November, the Apprenticeship outcome had been down-graded to a 4. Governors were reminded that some data on progression, progress and High Grades was still awaited; this could nudge some outcomes upward. Governors sought, and were given, assurance that the internal validation panels matched the judgements against the Ofsted Common Inspection Framework; this was consistent throughout the whole of HCUC. Governors also noted that the SAR would be subject to a peer review (colleagues from another college) as well as being sent to an ex-HMI for review.

Governors considered the emerging strengths and emerging AFIs for each aspect of the CIF for each of the Colleges. The meeting noted the strength of PDBW in each of the Colleges and the



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strong learner outcomes as previously discussed in the meeting. The emerging common strengths (i.e. a strength in each of the colleges) of HCUC were noted as:

- Managers have high ambitions for students and set challenging key-performance-targets which are largely met.
- Strong Staff Development focus on TL&A
- Safeguarding and Equality & Diversity
- Active and effective learner voice
- Most Qualification type provision is above NA with particularly high QAR in a number of curriculum areas - SSAs 2, 6, 12 & 14.103
- Strong internal progression and high proportion of positive learner destination
- Effective individualised academic support for the majority of CBL learners leads to high retention and achievement
- Good or better TL&A delivered in the majority of cases
- Good Careers activity and IAG

The identified Areas for Improvement across HCUC were noted as:

- WBL Timely and Overall QAR
- AS/ A level
- Robust judgements of TL&A quality to confirm greater consistency of high standards.
- Further stretch & challenge for all learners through better assessment for learning.
- Greater consistency of learner outcomes for a few SSAs.

Governors suggested that something needed to be added in relation to consistent attendance as this was highlighted on the individual SARs and on the dashboard of KPIs (to be considered later in the meeting at agenda item 9). **[Action: DDS]**

The meeting commended the detailed information provided in the report which enabled them to understand the strengths and weaknesses of the two colleges and provided a clear picture across HCUC.

7.2 Uxbridge College SAR

7.3 Harrow College SAR

The meeting noted the detailed Self-Assessment Reports for 2017/18 for Uxbridge College and Harrow College. The meeting discussed the L&M grade of Uxbridge College at 1 and noted that this would be moderated down to 2 due to the issues around WBL. Governors questioned whether the HCUC grade of 2 for L&M truly reflected what had been achieved during the first year post-merger. DDS agreed that the SLT would review this but asserted the importance of reflecting the issues around WBL. The meeting discussed the grades for HC and considered the 2-/ 3+ grade for Outcomes for Learners. The Principal Harrow asserted her belief that the grade should be pushed towards a 2 rather than a 3 as HC had identified clear progress in-year; management had been realistic about the poor outcomes at the start of the year and made changes to limit impact. The meeting looked in detail at the outcomes for learners' data (on page 48 of the paperwork); governors highlighted the numbers and the need for proportionality where there were small numbers. This focus on areas with small numbers could mean that the management were focussing on spikes or anomalies and that could cause management to be driven down a path trying to fix something that did not need 'fixing'. The meeting agreed that the key would be for management not to lose sight of overall performance. DDS highlighted that the new Ofsted CIF 2019 was likely to reinforce this as the intense focus on data was lessened. The meeting was assured that any Inspector would look at trends and both colleges trends were positive.

The College Self-Assessment Reports 2017/18 for HCUC, HC and UC, were NOTED and APPROVED; they would be taken to the Corporation for approval in December 2018.

7.4 Harrow College A Levels update

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DMcT gave the meeting a verbal update on the position with A levels at Harrow College. The meeting noted that current curriculum planning was aiming to keep AS at Harrow in the science route only with the backstop of learners progressing to A levels at UC if there was not a viable group size. However, it was noted that there was still work to do on the viability which would be confirmed by the final curriculum planning. The Principal HC assured the meeting that this decision would be brought back to the Harrow SSC and then onto QCS Committee. Governors reminded the SLT that they would need to think about whether there were any limitations around Competitions and Marketing Authority (CMA) requirements and learners' expectation that they would be able to complete their second year at HC; it would need to be made very clear at the start of the first year that year 2 may be on another campus.

Governors sought confirmation on other options e.g. not to run at all or to run A2 to meet the needs of the current cohort. KT highlighted that the HC SSC had asked for the options and implications to be clearly outlined before a decision was made; the SLT assured the meeting that this decision would be taken via the Harrow SSC. The Principal HC reminded the meeting that there was a need to review the whole curriculum at HC as the College had not met its 16-18 enrolment targets for 2018/19. Governors asserted the need to separate the two issues: what to do for current students; and what to do moving forward into 2019/20. DDS informed the meeting that the CEO would be bringing a more detailed paper to the Governing Body in December 2018 with a consideration of the 3 options for A levels at Harrow: run A levels all way through; stop A level provision at HC; run AS at HC and then transfer students to UC for year 2.

The Update on A level provision at Harrow College was NOTED

8.0 Higher Education (HE) Report

Office for Students Registration: The meeting noted that following the submission of additional documents to the Office for Students in September 2018 the College was still waiting to hear the outcome of the registration process. SLT had been advised that a decision should be made by the end of the calendar year 2018.

HE Outcomes 2017/18: The meeting noted that HE outcomes had been very good in 2017/18 across HCUC. Overall retention across HCUC was 82% (248 starts) and achievement was 99% (201 of the 203 learners). However, retention for two-year duration HND programmes fell below the Corporate Goal minimum target of 80%. Governors noted that in-year retention data for 2018/19 was showing that the issue was continuing for second year programmes. The meeting was assured that special intervention measures had been agreed to ensure that the second year students who had been retained were being supported to achieve and furthermore, that newly recruited first year students were better retained.

National Student Survey (NSS) 2017/18 outcomes: The meeting noted that there had been a marginal drop (0.3%) in the overall satisfaction rating for the College to 85%, despite improved scores in all but one section of the survey. However, Governors were assured that the College overall score remained above the sector average of 83%. Some of the detail within the NSS was noted as follows. The Learning Resources section of the survey had been an area of improvement during 2017/18; the score for this area increase to 71% (prior year figure 66%). However, this figure was below the sector average and therefore this section would remain as an area for improvement on the 2018/19 HE QIP. The Organisation and Management section had also shown improvement during; the score for this section increased from 67% to 79%, which was also above the sector average score of 75%. The overall score for Computing and IT programmes fell back to 76% from 87% in the prior year. The report indicated that Learning Resources were of particular concern and were being addressed within 2018/19 quality improvement plans. There was a particular focus on Engineering HE student satisfaction in 2017/18; results showed a significant improvement for overall satisfaction from 74% in the prior year to 95% in 2017/18.

HCUC HE Management structure: The meeting noted that following a reduction in the numbers of HE students at Harrow College, the decision was made for the Harrow provision to be integrated in

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the management structure for HE at Uxbridge College. Harrow colleagues had attended both HE Programmes Committee and HE Academic Standards Committee meetings in the autumn term. This was enabling Harrow and Uxbridge HE programme leaders to learn from and share good practice with each other.

8.1 HCUC Higher Education SAR

The meeting considered the combined SAR covering the HE provision across HCUC. This report had been discussed in detail at the two HCUC Stakeholder and Scrutiny Committees. The detailed data tables were taken as read.

The AFIs related to quality, reliable standards and positive outcomes for all students had been identified:

- Retention on some two-year HNC/HND programmes
- Improved NSS outcomes for Computing programmes
- The learning Resource Centre needed to better meet the needs of HE learners.

The meeting noted the detailed HE Quality Improvement Plan 2018/19 which showed the SMART objectives and targets which had put in place to secure progress with the AFIs.

8.2 Higher Education Annual Provider Review (APR) Assurance 2017/18

Governors were reminded of the APR process for 2017/18 to assess the quality of Higher Education (HE) at the College. Central to this was a requirement for the Corporation to formally confirm that the College was managing HE effectively; the deadline for this confirmation was noted as 3rd December 2018. The meeting was reminded that in order to meet this deadline the authority to approve the statement on behalf of the Corporation would be delegated to MRW and KT as the QCS Committee governors who sat on the Stakeholder and Scrutiny Committees. MRW and KT confirmed that they had looked at the HCUC HE SAR in detail and had spoken to the College lead on HE (J.O'N) to discuss the HE SAR and QIP. MRW and KT would recommend approval and the required statements of assurance – that the College was managing HE provision effectively - would be signed by the Group CEO of HCUC (as Accounting Officer) and submitted to the Office for Students (OfS) to meet the December deadline.

The HE Self-Assessment Returns 2017/18 and areas for the HE QIP 2018/19 were APPROVED as presented.

The nominated governors (MRW and KT) as members of QCS Committee, and as members of the SSCs, AGREED to provide assurance to the Corporation that HE provision at HCUC (Harrow College and Uxbridge College) was being managed effectively and the Group CEO would sign and submit the required return to OfS.

9. HCUC Dashboard of KPI Targets 2018/19

The meeting considered a new format Key Performance Indicator (KPI) Dashboard Report for SLT and Governors' in-year monitoring. DMcT confirmed that the report was being written by the MIS Team at the moment and when completed it would be a live report to show current data. The aim was to engage QCS Committee members in wider data, and enhance the triangulation of disparate details. The intention was to support a headline review of 2017/18 by providing QCS members with a 'quick-view' dashboard against the agreed Learner Satisfaction & Strategic Objectives KPIs. Similarly, to review 2018/19 in year progress against the agreed KPIs. DMcT informed the meeting that the 'In year dashboard' was trialled at the November 2018 SSC meetings and had been well received; it was agreed that it would support connectivity with the main Corporation. The meeting noted that where appropriate, the detailed information and data feeding the dashboard would be supplied as 'optional reading' appendices. In this way, QCS members would be able to build a clear picture of how the College performed in 2017/18 against the targets set as well as monitoring progress in 2018/19.

Governors commended this useful report but asked the SLT to remain mindful that it should not be made too complicated and show too much detail. It was suggested that the top level detail with key

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strengths, weaknesses and Afls for HCUC should be shown on the top page. The supporting data would then be available below this on the second page and in the appendices. QCS Members sought confirmation on where the targets had come from e.g. 90% QAR, 73% Apprenticeships overall. DDS confirmed that the College took targets and benchmarks from other colleges that had been graded as Ofsted 'outstanding'. The 90% QAR target was generally thought of as ambitious, and would provide stretch on what was achieved at HCUC in the prior year. Governors commended the targets being based on the leadership ambition of the college. DDS highlighted that the KPI Dashboard linked to the Area for Improvement (AFIs) in the SAR.

The HCUC KPIs Dashboard Report was commended and APPROVED with the caveat that it should not be over-complicated.

10. HCUC Policy Updates

Learner Involvement Strategy: The meeting noted a revision to the HCUC Learner Involvement Strategy which clearly showed 'tracked changes'. There were very minor changes to the policy but it would now be reviewed on an annual basis in order to allow the Student Governors to view and approve this strategy. DMcT highlighted that Learner Involvement was one of the headline strengths within the HCUC self-assessment 2017/18. Governors challenged the SLT to justify how they knew that and what evidence they had. The meeting was reminded that the annual ESFA learner survey enabled the College to benchmark itself against other providers. In addition, the College could show evidence of the level of student involvement in the community and in college activities as well as volunteering. The Student Council was very involved across all campuses and the SLT had a very strong sense that it was a strength. DMcT informed the meeting that the recent Matrix Inspection had commented that HCUC was providing some of the best Information and Guidance that the assessors had ever seen in the FE sector. Governors were also reminded of the recent positive Safeguarding audit. The Staff Governor confirmed that feedback from tutor reps would support the assertion of a very strong student voice.

Governors asked the SLT how the HCUC Learner Involvement Strategy fed into the values of HCUC. The Principal Harrow confirmed that it did fit together but it could be made more visible and obvious. Governors suggested that examples should be given to make words like 'responsibilities' clearer in meaning and more relevant.

The HCUC Learner Involvement Strategy was APPROVED as presented.

For future policy reviews, SLT to consider how HCUC policies link with the values of the new organisation.

11. Quality of Teaching Learning & Assessment (TLA) 2018/19

The meeting was reminded that an external audit of TLA undertaken in summer 2018 had indicated that HCUC TLA was judged 'Good' overall, with inconsistency of standards being an emerging issue. This process also identified shared HCUC TLA Areas for Improvement as follows for 2018/19:

- Plan and deliver effective assessment of learning, which links to evidencing learner progress
- Implement use of questioning techniques which effect deep learning and stretch individuals appropriately
- Maximise opportunities within curriculum to develop English language (including spoken English) and maths skills
- Ensure that needs of individual students are met through lesson planning and delivery

The meeting was assured that both Harrow and Uxbridge Colleges continued to use a range of measures to assess the quality of TLA and impact upon students, their student experience and outcomes for learners, including progression to higher levels of study and positive destinations.

Governors noted the observation activity and findings to date for 2018/19 in each of the two colleges.

Harrow College: To date there had been a total of 11 learning walks, 4 covering new staff which had taken place within the Health and Social Care and ESOL departments, and 7 learning walks in Art & Media. The meeting noted the key themes emerging which highlighted strengths and areas for

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development. Observations and Learning Walk feedback would feed into the first Performance Reviews (December 2018), School Quality Improvement Plans, the Performance Management Meetings + Grids, and the Strategic Objectives updates.

Uxbridge College: To date, developmental Learning Walks had taken place across all areas of the College, with 131 staff seen, including all new permanent and agency staff, as well as staff who were previously awarded lower lesson observation grades in 2017/18. This process had served as effective preparation for the formal, long, graded, but developmentally-focussed observations and shorter, formal Learning Walks being conducted during November and December by external, Ofsted-trained inspectors to validate judgements of the quality of TLA. Inconsistency of quality across curriculum areas needs to be addressed. To date, a total of 61 longer (45 minute), formal observations had taken place. Governors noted the detailed emerging key strengths and areas for development. Observations and Learning Walk findings would be monitored throughout the year in school Board of Study reports, Performance Reviews, School Quality Improvement Plans, and at Academic Board meetings.

The meeting took the two detailed appendices as read which gave Governors additional information on the following for each of the two colleges: Activity Year to date (YTD); Key TLA Training and Development activity YTD; Next Steps; and Observation Activity and Findings YTD.

DDS confirmed that HCUC was now well on the way to ensure consistent systems were being used across UC and HC in relation to TLA. DMcT concurred and highlighted the use of more external validation across both colleges. The meeting noted that the Governors' Corporate Goal dashboard 2018/19 would only show the externally validated grades in order to give Governors a more rigorous picture. The meeting was reminded of the issues around consistency – especially with regard to the achievement of learning - which would need to be addressed before the College could accurately self-assess as Outstanding.

ITEMS FOR INFORMATION

12. 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:

12.1 In-year monitoring KPIs 2018/19.

The meeting noted the initial iterations of the KPI dashboard for in-year monitoring as discussed earlier in agenda item 9. The dashboard contained QAR data by College and age group, HE data, English and maths, destinations and value-added. There was also detailed in-year performance data for the following: attendance, punctuality, retention, TLA Learning walks, TLA lesson observations, employability/ work experience, disciplinaries, complaints, weaker performing courses and learner satisfaction. There would be a detailed report for each of these sub-categories when the report was 'live'. Governors were informed that Work Based Learning would be added to the first page of the report before it went live.

Disciplinary data: The report was 'taken as read' but the meeting discussed the disciplinary figures in some detail. There had been 41 Stage 3 Disciplinaries year-to date at Uxbridge (compared with 7 at Harrow and 24 at the same time in the prior year). Staff Governor (LK) commented on the footnote mentioning Business School as a specific area of concern in relation to the disciplinary data. She asserted that in her teaching role as an Advanced Practitioner, she encountered many

learners that did not know who she was (she could be an Ofsted Inspector) and student behaviour had been noticeably worse more recently. She raised the issue of cannabis use and the suspicion of use; it was a real concern to her in the classroom. The data showed that 11 of the 41 Stage 3 disciplinary hearings at UC were due to drugs and illegal substances (DDS confirmed that this was in relation to offsite drug use). DDS assured the Governors that the SLT were aware of this issue.

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and were making plans to deal with it but police intervention with regard to the casual use of cannabis was not an option. However, the College would exclude any student found guilty of cannabis dealing. The meeting agreed that it was important for the College to set high standards and enforce them so students understood what the College would not tolerate in terms of behaviour, both on campus and off campus. However, DDS highlighted the need to think carefully before excluding students, as Ofsted would not be impressed with an over-simplistic model and a College being too quick to exclude. Governors sought confirmation on whether use of cannabis was seen as 'the norm' within the student population; DDS confirmed that drug use was seen as 'usual' offsite but students knew it was not tolerated on campus. The Principal Harrow (PC) concurred and stated that students did not understand why the College was concerned about cannabis use. Governors were adamant that the College needed to work on a cohesive policy and action plan to remedy this problem. SLT agreed that the College objective would be to tackle the problem head on but that they would need some professional external people to advise on how best to tackle this issue. The SLT were planning a special focus on the issue of drug use like the recent 'knife-crime awareness week'. DDS did assure the meeting that recent Learner Survey data showed that students felt safe on HCUC campuses, and the recent Ofsted safeguarding inspection visit and external safeguarding audit all supported this view and had given HCUC a 'clean bill of health' with respect to safeguarding. **However, it was AGREED that the issue of cannabis use would be on the agenda of the next local safeguarding group meeting.**

Complaints: The meeting noted that for the academic year 2018/19, year to date (YTD) there had been a total of five complaints received by the college (HCUC). This was compared with 11 at the same time in the prior year. Currently there had been no complaints upheld. Governors were given full assurance that all complaints were being handled on a timely and professional basis and considered for legal implications.

Attendance: The current attendance data year-to-date in 2018/19 for Harrow, Uxbridge and HCUC was noted. Governors noted that the overall HCUC attendance was 84.3% for 16-18 and 82.3% for 19+ (this was against a target of 86%). The figures for the two colleges were noted.

The KPI report was NOTED

12.2 Learner Survey HCUC

This report provided a summary of the First Impressions Survey strengths and areas for improvement across HC and UC. This survey had been issued to all learners across HCUC in order to capture students' initial thoughts and reflections on their experience to date since September 2018 enrolment. The meeting commended the strong response rate with 3387 learners completing the survey. Results were strong with 91.32% agreeing that they would recommend the study programme and the college to a friend. The overall satisfaction rate with the College was 95.83%. The results from this survey would feed into the QIPs for each of the curriculum areas.

NOTED

12.3 Learner Views

The meeting took this report on Learner Views at Harrow College as read and commended the detail in the papers, which had been considered at the Harrow College Stakeholder and Scrutiny Committee.

NOTED

12.4 SEND Update

The QCS Committee took this detailed report as read; it provided the summary data for 2017/18 as well as year-to-date information for 2018/19. The Executive Summary was noted. Governors were reminded that both Harrow and Uxbridge Colleges had highly successful and well established teams providing learning support to a significant number of both High Needs Students (HNS) and Low Needs Students (LNS). It was confirmed that HNS was a graded aspect of the Ofsted

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Common Inspection Framework.

Both colleges had responded to notable increases in HNS commissioned places across both discrete and mainstream provision. The meeting was reminded that HNS aged 16-24 funding was allocated in three 'elements': Element 1: 16-18 funding (as per all 16-18s), element 2: funding for HNS up to £6000 and 'top-up' funding or element 3: set in partnership with the Local Authority. During 2017/18, 80% of the 379 HNS at HC & UC combined were on mainstream vocational programmes. The meeting noted the high achievement rates for HNS across HCUC in relation to vocational programmes (higher than the College average). However, at headline level a 3% achievement gap needed to be closed – due to lower maths & English achievement for HNS across both colleges. Governors noted that this was partly the result of insufficient Maths & English exemptions being applied in 2017/18. The E&D committee had now included this as an AFI for both colleges. The meeting noted the strong positive destination data for High Needs Students at 90%.

Governors sought clarification on how the large increase in numbers (up to 462 in the current year) was being managed and whether staff were given additional training in managing behaviours. DMcT confirmed that the specialist team, at Harrow College were given specialist training in behaviour management and de-escalation. Other staff who came into contact with HNS learners less regularly were given some additional training to help them manage any behavioural issues. The meeting was also assured that changes to the fabric of the buildings had been made where necessary. This had been more obvious at Harrow College where there were four groups of learners with Profound and Multiple Learning Difficulties (PMLD).

NOTED

12.5 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 earlier in November at each of the Colleges for lecturers. The meeting noted the 14 questions that had been asked which covered the following subjects: time management; communication; lesson observations; CPD; maths and English delivery; Ofsted inspection; student attendance and punctuality; people management; career development; staff training; E-learning; IT Resources; improving the quality of TL&A; and staff experience post-merger and their views on the HCUC culture. Areas where lecturers had provided positive feedback at each of the Colleges were noted as were the areas which had been flagged as needing action or consideration. Governors sought, and were given assurance that an action plan was in place to address the areas for improvement and that this was being closely monitored by the SLT. This would ensure appropriate action was being taken in response to staff feedback. DDS informed the meeting that SLT were disappointed that 30 individuals had been invited to attend (via HR) and only 16 staff took part: 9 UC and 7 from HC. There was also no cross-college representation. The SLT were keen for the HR Team to get more people involved in the next session. The meeting noted that workload and stretch was being highlighted across both Colleges; as well as the pressure of learning walks and lesson observations. DDS affirmed that teaching staff did understand the importance of rigorous TL&A review to prepare for inspection but SLT remained mindful that they needed to consider how to minimise the burden on staff. The SLT had highlighted that one-year post merger the College now had a very different profile and there was a need to revisit the cross-college values and how to embed them across the whole of HCUC.

NOTED

12.6 Development Plans 2019/20: curriculum challenges

The meeting noted that Curriculum teams were currently preparing their Development plans for 2019/20. The context to this curriculum planning would take into account a number of factors including: the Government's Skills strategy; emphasis of STEM; Labour Market Intelligence; Local and regional skills demands, including that from Local authorities, West London Alliance, Greater London Authority (GLA) and the Local Enterprise Partnerships (LEPs); learner demand; local competition; Employer or HEI expectations; new curriculum; learner access points and progression

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pathways with clear sights to employment/careers; and the new Ofsted Education Inspection Framework which emphasised 'Curriculum Intent'.

The Members of QCS Committee confirmed that they had read this document and that it was very useful to understand the realm of challenges in relation to curriculum planning including: apprenticeship changes; T levels; requirement for all learners to undertake work placement; ongoing importance of English and maths; changes with HE and the Office for Students; and a raised expectation in relation to Information and Guidance/ Careers Advice.

NOTED

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

Feedback from Governors, SSC Members and management asserted the ongoing success of the SSC meetings which enabled a focus on detailed performance data at each of the colleges.

The minutes of the SSC meetings held on 13th November 2018 at Uxbridge College and 14th November at Harrow College were RECEIVED.

13. To confirm and agree the dates and times of QCS Committee meetings for 2018/19

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

- Wednesday 13th March 2019 at 4.00pm at Uxbridge College
- Tuesday 25th June 2019 at 4.00pm (venue to be confirmed).

NOTED

14. Any other business

• Feedback to Corporation

The following items were agreed for feedback to the Corporation meeting in December 2018:

- i) Dashboard of KPIs for Governors was a positive new addition (QCS asked for it to be kept simple).
- ii) Concerns about cannabis and drugs at Uxbridge College - raised by UC Staff Governor at the meeting. This was discussed at QCS and was also raised at UC Stakeholder and Scrutiny Committee in November. Not such an issue at Harrow College but they also need to be aware. SLT aware and developing an action plan to raise awareness with staff and students.
- iii) Annual QA Assurance for Higher Education (HE) 2017/18 was approved (with delegated authority from GB as agreed).
- iv) Moving forward need to think about how do HCUC Policies reflect the values of the organisation? How could HCUC values become embedded?

There was no other business. The meeting closed at 5.55pm.

Signed.....

Date.....