



## Minutes Quality, Learning and Standards Committee

(All resolutions passed were the unanimous decision of the Quality, Learning and Standards Committee members present unless otherwise stated)

<b>Meeting Title</b>	<b>Quality. Learning and Standards Committee</b>		
<b>Date</b>	15 October 2019		
<b>Members</b>	Mr G. Willett Mr M. Bristow Mr. D. Cheema Cllr B. Fraser Mr P. Mayhew-Smith Prof P. Reid Mr M.J. Stone	Chair    Group Principal. / CEO	
<b>In Attendance</b>	Ms J. Morrison Mr J. Pemberton-Billing M A. Slade Mr M. Tweedale Ms H. Meredith Tim Ryan Sharon Muncie	Assistant Principal - Quality and Innovation Principal Carshalton College and Merton College Principal South Thames College Principal Kingston College Head of Governance Interim Assistant Principal Assistant Principal Carshalton	
<b>Key Meeting Outcomes</b>			
<b>1.</b>	<b>WELCOME, APOLOGIES</b>		
1.1	Apologies were received from Mr Azah.		
1.2	<b>DECLARATION OF INTEREST</b> Members confirmed that they did not have any new pecuniary or other interest in any agenda item.		
<b>1.3</b>	<b>ELECTION OF CHAIR AND VICE-CHAIR OF QLS COMMITTEE</b>		
1.3.1	<b>Election of Chair:</b> Mr Willett was elected to serve as Chair for the year.		
1.3.2	<b>Election of vice-chair:</b> Mr Bristow was elected to serve as Vice-Chair for the year.		
<b>2.</b>	<b>MINUTES OF MEETING OF 18 JUNE 2019 AND MATTERS ARISING</b>		
2.1	<u>Accuracy.</u> The minutes were accepted as an accurate record and were signed by the Chair.		
	<u>Matters arising</u>		
2.2.1	The Action Log from the previous meeting was reviewed with updates received as below:		
	Group SAR validation date may be moved to a new date.	JM/ HM	July 2019
	Mr. Stone to attend the School SAR validation on 18 October	MJS	18 Oct 2019
	Add one further meeting in the first half of the summer term (May 2020)	HoG	July 2019
	Link Governor to be appointed for careers- when the Link Governor Scheme allocations are refreshed in September	PM-S	Sep 2019
	Refresh the Link Governor Scheme to help link governors to engage in a more systematic way including by helping them to conduct effective Link Governor visits within each of the cross -group themes.	PM-S / HoG	Sep 2019
	Requested additional assurance to survey students who applied to the Group and did not enrol to find out where they went instead and why they chose not to come to STCG.	PM-S	Nov 2019
			New date Wed 27 November 2019 was emailed to governors in July
			This provisional date was changed to w/c 4 November. Cllr Fraser will be attending all School SARs and JS attending one
			Actioned – extra date of Tuesday 12 May included on Annual Schedule of Meetings (noting that the committee might not use all the meeting dates if they are not all needed)
			Actioned - GA to become Link Governor for careers
			Actioned
			College in process of an external review of marketing including a Decliners' Survey.

	An appraisal as to the time commitment and by whom needed when the Corporation is asked to decide on partnership proposal re SEMH Free School.	PM-S	July 2019	The findings will be presented to the February 2020 meeting Actioned. Report sent to all governors by CEO September 2019 and decision made by written resolution for Corporation to become a Member of the Malden Oaks MAT. The CEO confirmed his view that the time commitment for him should be no more than one or two meetings a year.
<i>Cllr Fraser joined the meeting at 6.12pm</i>				
<b>2.2.2</b>	<b>STAFF SURVEY RESULTS</b>			
<p>The Staff Survey took place in March 2019 and was not mandatory. The questions were taken directly from the new Ofsted Staff Questionnaire</p>				
<p>Governors were disappointed with the outcomes from the survey which indicated that there was more to be done to help staff to become comfortable with the changes which have been put into place at the Group including in relation to professional development and workload.</p>				
<p>Governors asked what action the Group is going to take in response to the survey findings. The Group response is set out in the Wellbeing Action Plan approved by the Corporation in July 2019. This includes improving communication with staff across the Group and looking at staff concerns about CPD and workload. A wellbeing survey will be carried out in December 2019 to follow up on the negatives and the results will be benchmarked across other FE institutions. Recent Matrix staff meetings and staff responses at the Ofsted inspection of Merton Adult Education were very positive.</p>				
<p>Governors were surprised that staff have concerns about CPD as governors have access to the same comprehensive suite of online courses available for all staff. The Assistant Principal, Q and I explained that the response was due to funding for external CPD courses being refused.</p>				
<p>Governors made some suggestions for communication strategies and the Group Principal / CEO agreed to capture the Group's successes in an Annual Report which can be circulated to staff.</p>				
<p>The outcomes of the wellbeing survey will be present to the HSS Committee however the Q, L and S committee also requested updates on the Wellbeing survey and Action Plan for information.</p>				
<p>It was <b>resolved</b> to note the report.</p>				
<b>2.2.3</b>	<b>PROGRESSION AND DESTINATIONS DATA</b>			
<p>A Group Destinations Survey will be carried out in November and outcomes will be presented to the February Q, L &amp; S Meeting.</p>				
<p>Governors asked for more subject sector analysis from enrolment data including internal progression. It was agreed to share internal progression data with the committee as soon as this is available and discuss this at the February 2020 QL &amp; S meeting.</p>				
<b>3.</b>	<b>BOARD ASSURANCE RISK AREAS (PART 1)</b>			
<p>The Chair reminded the committee of the two risks allocated to the committee for review for discussion under Agenda Item 10:the risk of a low Ofsted rating and decline in student numbers–</p>				
<b>4.</b>	<b>COLLEGE AND GROUP SELF –ASSESSMENT REPORTS (GSAR) 2018/19 and QUALITY IMPROVEMENT ACTION PLANS 2019/ 20</b>			
4.1.	<p>The Principal, Kingston College updated the committee on self-assessment work being undertaken across the Group.</p>			
4.2	<p>The College SAR validation, to which governors are invited, will take place on Wednesday 27 November 2019. Governor members of the committee had also been invited to school SAR validation events.</p>			

<p>5.</p> <p>5.1</p>	<p><b>NOTICE TO IMPROVE (NTI) UPDATES</b></p> <p>The College Principals presented updates on the areas at each college subject to an internal Notice to Improve. The detail of all NTI were included on the 2018-19 QIPs which were copied to the committee. Areas are only removed from being an NTI at the SAR validation. Issues highlighted are detailed below:</p> <p><b><u>Kingston College NTI updates</u></b></p> <p><b><u>A Level Closure</u></b></p> <ul style="list-style-type: none"> <li>• A Level Year 1 ceased from September 2019 and no new A Level students have been enrolled.</li> <li>• The A Level team defended the continuance of A Levels at Kingston and reforecast the Achievement rates for 2018/19 but these failed to materialise.</li> <li>• Although the A Level achievement rate rose by 2.2% it remains 29.5% below the national average and the ALPs value added rate of 8 remains in the bottom 5% of the country's A Level provision. The College will therefore receive a notice of below Minimum Level Provision again for these achievement results.</li> <li>• After careful consideration the College has therefore decided to go ahead with the original proposal to close A level Year 2 provision in July 2020.</li> </ul> <p>There are 58 second year students and A Level Provision will remain as an NTI for rest of the year.</p> <p>Governors asked about impact of A Level closure on enrolments. The Principal, Kingston College did not think that any students went elsewhere as a result and instead enrolled onto BTEC qualifications.</p> <p><b><u>Engineering</u></b></p> <p>Achievement data went up 16% and 25% across the two age groups so the recommendation is that Engineering should not continue as an NTI this year.</p>
<p>5.2</p>	<p><b><u>Carshalton</u></b></p> <p>Of the 5 NTI areas identified at Carshalton one achieved its target clearly, 3 improved and came close to achieving target, but English and Maths GCSE target grades 4-9 effectively stalled.</p> <p>Electrical engineering had shown solid improvement and Governors congratulated the Principal on the apprenticeship results.</p> <p>However, governors were concerned about the lack of progress noting 16-18 achievement there had even dropped back. Governors asked whether improvement at Carshalton is being achieved fast enough and about the reasons for the continuing problems at Carshalton. The Principal, Carshalton College reminded governors that Carshalton is a recovery college. His view was always that it would take 3 years for the College to recover. The main issues with results last year were staffing issues in motor vehicle, which have been resolved and continuing cultural problems which include a lack of aspiration in relation to Maths and English. This is a systemic issue. The committee noted that the Principal has done his best to move the culture on and remove the main blocks to cultural change but discussed whether the Group needs to provide more support for Carshalton.</p>
<p>5.3</p>	<p><b><u>Merton</u></b></p> <p>Of the 3 at Merton; 2 achieved their target, and 1 improved and came close to achieving target. When the Principal took over at Merton two years ago its results were worse than the current results at Carshalton, so this has been a huge success story, particularly the Maths and English results.</p>
<p>5.4</p>	<p><b><u>STC</u></b></p> <p>There were five NTIs in Business Studies, Work Experience, Apprenticeships, English and Maths and Music &amp; Performing Arts and there will be five NTIs in 2019/20:</p> <ul style="list-style-type: none"> <li>➤ Apprenticeships – sub-contracted or college provision</li> <li>➤ Music &amp; Performing Arts Value Added and achievement</li> <li>➤ English and Maths- high grades for Study Programmes will remain as an NTI even though performing above national rates (NR)</li> <li>➤ Business Studies - Level 3 Value Added and achievement</li> <li>➤ Value Added Level - 3 Alps Scores due to drop in VA in Business</li> </ul>

The NTI monitoring process has seen a step change in the quality and number of work experience opportunities for learners on substantial programmes. Work experience was a major issue a year ago but there has been a significant improvement following investment last year in more capacity. The College has also shared its process for monitoring WEX to Merton and Carshalton Colleges as part of the sharing of best practice across the Group.

Some of the apprenticeship sub-contracting data is worse than expected – possibly because the college is no longer going to continue with the existing contracts. See Item 6.6

It was **resolved** to note the reports.

*Mr Ryan and Ms Muncie left the meeting at 7.15pm*

## 6. GROUP CURRICULUM REPORTS and 2018/19 ACHIEVEMENT DATA

### 6.1.1 Summary of Achievement Rate performance for 2018/19 by College

The Principal, Kingston College, tabled up to date data sheets for achievement rate performance for 2018/19 by college including comparable achievement rate data and National Average (NA) for 16-18, 19+, Apprenticeships and All Age other than apprenticeship provision. The Chair commended the Group on compiling this data at this stage of the year.

6.1.2 The Colour coding for the achievement rates shown was:

- Top quartile dark green
- Second quartile light green
- Third quartile amber
- Bottom quartile red

The data included weighted averages - weighted depending on the number of qualifications being taken at each college.

**Group 2018/19 Achievement Rates**

Overall											
College	Age Grp	Leavers Overall 16/17	Leavers Overall 17/18	Leavers Overall 18/19	Ach Overall % 16/17	Ach Overall % 17/18	Ach Overall % 18/19	Nat Ach Overall % 17/18	Diff to National Ach %	Weighted Ach Overall % 17/18	Diff to Weighted Ach %
Overall	16-18	11,622	11,074	10,778	80.5	84.1	85.4	82.8	2.6	81.2	4.2
Overall	19+	13,286	13,910	17,351	85.8	89.3	90.3	89.1	1.2	88.8	1.5
Overall	All	24,908	24,984	28,129	83.3	87.0	88.4	85.9	2.5	85.5	2.9

6.1.3 The data showed sustained gains across all areas and at every level (apart from apprenticeships) for the 2 years since the merger. The Group is aiming for regular improved marginal sustained gains every year. The Chair congratulated the Group on this very encouraging achievement (other than apprenticeships).

6.1.4 It was **resolved** to note the reports.

## 6.2 English and Maths Update

English and Maths at 7.2 % above NA is a real success story for the Group. The College is doing significantly better than at other colleges, apart from Carshalton College, which has improved but remains significantly behind the other colleges

A governor asked about the discrepancy between MC and KC at 19+ functional skills but the figures look skewed due to this only relating to a very small number of students (19 out of 1200).

## 6.3 Value Added Update

The Group value added intention is to ensure that the majority of level 3 learners achieve outcomes in the top quartile nationally ensuring they are in the best position to progress to top apprenticeships, HE courses, and employment.

	<p>The Group is looking at different ways of differentiating value added, such as gold silver bronze medals, for over 50% of students who do not have a value-added score, for example their qualification only has pass / fail. Colour coding here is red is top (red hot), Blue is bottom (cold)</p>
6.4	<p><b>Apprenticeships Update</b></p> <p>The Group Principal / CEO reported that no achievement data for apprenticeship provision was included with the meeting papers due to issues with the final data which was being reviewed urgently in time for the deadline for submission of final data and the Corporation Review of Performance meeting. The Committee noted this with concern.</p>
6.5	<p><b>Link Governor reports</b></p> <p>The Head of Governance reported that two new Link Governors have been appointed this term;</p> <ul style="list-style-type: none"> <li>• John Stone            19 + Adult provision</li> <li>• Godfrey Allen        Careers</li> </ul> <p>All Link Governors have been encouraged to arrange a visit this term. Mr Stone and Ms Murphy had carried out recent Link Governor visits and Mr Allen had been sent a link to a webinar on careers.</p> <p>There is a vacancy for a Link Governor for Personal Development and a governor is asked to take on this role.</p>
6.6	<p><b>Sub-contracted provision</b></p> <p>The Committee reviewed the updated Subcontractor Quality Assurance &amp; Improvement Handbook. The Quality Assurance process for sub-contractors mirrors the same requirements as seen with any internal STCG school. One of the Group's Quality Managers is carrying out learning walks and monitoring at a large subcontractor this week. This committee will review quality monitoring to be reported to each future meeting of QLS with data to be split out separately, including ESF and reviewing compliance re ESF contracting.</p> <p>The Group Principal / CEO reported that the Group is reviewing whether to continue carrying out any subcontracting in future. New contracts have to comply with legal procurement provisions and the Group's quality measures, processes and margins. Final recommendation on future subcontracting will be made to Corporation in December.</p> <p>The intent of why the Group works with sub-contractors needs to be very clear. The Group only wants to offer sub-contracts in future for providing STCG courses. One subcontract for £1.8m for on-line training which is provided outside London needs to be reviewed.</p> <p>Governors asked about the level of support which STCG provides to its sub-contractors and about any action taken in relation to underperformance leading to severance of a contract. The Principal, South Thames College confirmed the details about this are set out in the Contract and that the Group is ending a contract with one subcontractor which has underperformed.</p>
6.7	<p><b>Work Experience and employer engagement</b></p> <p>80% of 5000 students undertook 4000 work experience placements of a week in the last year which represents a huge amount of work for college staff. This has gone from a serious weakness last year to a significant strength supporting the vocational focus of the curriculum helped by the employability teams brought into each college. This is a really positive improvement and provided valuable opportunities for students. This is a huge success story and best practice in work experience is being shared across the Group including the use of a consistent and transparent reporting system for work experience across the group.</p> <p>The Chair asked the CEO to thank Catherine Howett and her team and send congratulations and thanks for their work in this area.</p> <p>It was <b>resolved</b> to note these reports.</p>

<p>7.</p> <p>7.1</p> <p>7.2</p>	<p><b>HE UPDATE</b></p> <p>The Assistant Principal, HE and Apprenticeships had circulated a detailed update report. The Chair commended the very clear report and asked for thanks to be conveyed to David Hillier for this report.</p> <p>It was <b>resolved</b> to note the report.</p>
<p>8.</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p>	<p><b>CURRICULUM REVIEW</b></p> <p>The Group Principal / CEO presented the College draft response to the Curriculum Review undertaken in the summer by external consultants in response to a number of key questions sitting over the Group's curriculum offer. The Group is to explore these issues and set out actions to respond to them over the course of the coming two years and the Corporation is to discuss the paper at the Corporation Conference.</p> <p>Trends highlighted for the Group include:</p> <ul style="list-style-type: none"> <li>• Significant growth in number of High Needs Students;</li> <li>• Decline in 16-18 numbers;</li> <li>• Growth in apprenticeships;</li> <li>• Growth in adult provision- more shorter qualifications.</li> </ul> <p>Governors discussed new curriculum areas to consider in terms of the curriculum offer as well as the Group HE offers and BTEC offer.</p> <p><u>Curriculum intent</u> The governing principles for our curriculum design and content are set out here:</p> <p><b><i>We want our students to be well-equipped for the real world so that they leave us with the attitudes and knowledge that will assure their future success.</i></b></p> <p><b><i>We want all students to gain substantially in knowledge and skills, achieve meaningful qualifications and progress into work or further study.</i></b></p> <p><b><i>We will make this happen by expanding proven activities, exposing students to the realities of the workplace, stretching their horizons through a very broad programme of enrichment and providing excellent advice to support every decision. We will continue to make our Group a place of safety, with very high expectations of each other's conduct, great attitudes to work and deep respect for other people. We will offer increasingly comprehensive, tailored support to students with individual needs.</i></b></p> <p>In summary, at STCG, the curriculum will:</p> <ul style="list-style-type: none"> <li>• Secure equal <b>access</b> for students from all backgrounds</li> <li>• Ensure structured and ambitious <b>learning</b> towards successful attainment of meaningful qualifications</li> <li>• Develop <b>capable</b> people, able to adapt, progress and continue to learn into the future</li> <li>• Sustain a line of sight on <b>employment</b> and its requisite skills across a broad range of vocations</li> </ul> <p>The aim of the Group is to provide opportunities for young people (16-18) and adults (19+) to develop as independent, confident, successful learners with high aspirations. Throughout the Group, the curriculum is designed to ensure that all learners will have access to broad and balanced learning experiences, allowing them to develop the knowledge and skills to become successful in their future lives.</p> <p>The main aims of the Group curriculum offer are to:</p> <ul style="list-style-type: none"> <li>• enable learners to progress and be successful in all curriculum areas, regardless of ability, disability, gender or race;</li> <li>• enable learners to make positive contributions to college life and their community and have high, well-informed aspirations;</li> </ul>

- equip learners with the relevant skills needed to become productive members of society and members of their wider communities;
- encourage learners to develop the skills needed for employment, training or higher education.

**9. INSPECTION UPDATE**

9.1 The Assistant Principal, Q and I, reported on a very successful Ofsted Inspection last week of Merton Adult Education who subcontract 80% of their contract to STCG. Feedback was extremely positive with some areas provided by STCG that received no recommendations for improvement. 20% of the contract is run elsewhere and the other provider has not performed so well.

The Chair asked for the Committee’s thanks and congratulations to be passed on and Cllr Fraser passed on thanks from Merton Council for this work as well

9.2 **INTERNAL QUALITY ASSURANCE REVIEWS (IQAR)**

The Assistant Principal , Q and I presented a report on the IQAR process and dates. Members noted the plan for this to take place across the whole Group over the week after half term.

A suggestion was made about inviting governors to an IQAR Governance event in November - date and time to be confirmed.

It was **resolved** to note the update.

**10. REVIEW OF BOARD ASSURANCE RISK AREAS**

10.1 Members discussed and reviewed the two risk areas allocated to the committee and the assessment of the level of risk for each in the Board Assurance Framework as below:

South Thames Colleges Group					
Board Assurance Dashboard					
Severity of Risk	Minor <20	Medium 21-34	Critical >35		
Level of Assurance	High	Medium	Low	None	
Risk Areas	Risk Assessment			Overall Assessment of Assurance Level	Risk Area Responsibility: Governing Body Committee
	Cross Reference to Risk Register	Gross	Net		
Poor Ofsted or OFS Result	14,16,18	48	32	Amber	QLS
Declining student numbers or planned student targets not achieved	1,2,3a,3b,4	75	68	Red	QLS

10.2 Poor Ofsted or OFS Result

The Group Principal explained that the gross risk is a high risk but that after taking into account mitigating action the risk of a poor Ofsted inspection or OFS result has been assessed as amber. However in the light of the lack of apprenticeship data before the committee it was agreed that this net risk should be turned back to a red risk because the committee was not satisfied that enough controls and/or actions are being taken to manage the risk relating to apprenticeships achievement data.

10.3 Declining student numbers

The Group Principal/ CEO reported that recruitment data would be finalised at the 42-day census at the end of October. Indications were that final 16-18 enrolments will be about 150 below target. The trend data included in the Report showed a continuing downward trend. The Committee felt that they still do not receive enough information to assess the risk in relation to declining student numbers and asked for analysis by subject sectors so they can relate this to the curriculum offer. The analysis should identify areas for growth and subjects which are in decline. The Group

10.4	<p>Principal agreed that the committee should be provided with subject sector data as requested. The Committee agreed that the net risk should remain a red risk</p> <p>It was <b>resolved</b> that:  <u>Report to the Audit Committee</u>  <i>The committee's report on these risks is that the Committee has assessed both Risk Areas as high risk and was not satisfied that the net risk level in relation to the risk of a poor Ofsted result is correct and that sufficient controls and/or actions are being taken to manage the risk in relation to apprenticeships.</i></p>															
	<p><b>COMMITTEE MEETING DATES</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Wed 27 November 2019</td> <td style="padding: 2px;">5.00-6.00pm</td> <td style="padding: 2px;">Kingston College – 11<sup>th</sup> Floor</td> </tr> <tr> <td style="padding: 2px;">Tuesday 4 February 2020</td> <td style="padding: 2px;">6.00-8.30pm</td> <td style="padding: 2px;">Merton College</td> </tr> <tr> <td style="padding: 2px;">Thursday 19 March 2020</td> <td style="padding: 2px;">6.00-8.30pm</td> <td style="padding: 2px;">Carshalton College</td> </tr> <tr> <td style="padding: 2px;">Tuesday 12 May 2020</td> <td style="padding: 2px;">6.00-8.30pm</td> <td style="padding: 2px;">Kingston College</td> </tr> <tr> <td style="padding: 2px;">Tuesday 16 June 2020</td> <td style="padding: 2px;">6.00-8.30pm</td> <td style="padding: 2px;">Merton College</td> </tr> </table>	Wed 27 November 2019	5.00-6.00pm	Kingston College – 11 <sup>th</sup> Floor	Tuesday 4 February 2020	6.00-8.30pm	Merton College	Thursday 19 March 2020	6.00-8.30pm	Carshalton College	Tuesday 12 May 2020	6.00-8.30pm	Kingston College	Tuesday 16 June 2020	6.00-8.30pm	Merton College
Wed 27 November 2019	5.00-6.00pm	Kingston College – 11 <sup>th</sup> Floor														
Tuesday 4 February 2020	6.00-8.30pm	Merton College														
Thursday 19 March 2020	6.00-8.30pm	Carshalton College														
Tuesday 12 May 2020	6.00-8.30pm	Kingston College														
Tuesday 16 June 2020	6.00-8.30pm	Merton College														

Action points	Responsible	Deadline	Signed off	
1	Marketing review and Decliners' Survey findings to be presented to the February 2020 meeting	HoG	Feb 2020	
2	Group Principal / CEO agreed to write an Annual Report which can be circulated to staff.	PM-S		
3	Wellbeing survey and Action Plan to come to future QLS meetings for information	HoG	Feb 2020	
4	Group Destinations Survey outcomes to be presented to the February Q, L & S Meeting.		Feb 2020	
5	Internal progression data to be shared with governors as soon as available and included on February Agenda		Feb 2020	
6	All Link Governors have been encouraged to arrange a visit this term	Link Governors	Christmas 2019	
7	A governor is asked to become a Link Governor for Personal Development			

	<p>The meeting closed at 8:30pm.</p> <p>Signed: .....Date:.....</p>
--	---