Barnet and Southgate College Corporation
Quality of Teaching & Student Experience Committee meeting held on Monday 13th November 2023
18:15-19:50 via Microsoft Teams

Part 2

Present:	Jenny Jarvis, Chair Mark Taylor Chalene Scott
In attendance:	Maxine Bagshaw, Director of Governance Neil Coker, Principal/Assistant CEO Lorraine Jackson, HTLQI Shirley Collier, ERG observer (until 7.15pm)

Item	Description	Action
1	**Preliminary items** **i) Apologies for absence** Apologies for absence were received from Daniel Yilmaz. Absent without apologies was Cait O'Riordon. **ii) Declarations of interest** No specific declarations were made and standing declarations were noted. **iii) Notification of urgent business** Director of Governance and the Chair confirmed that no matters had been raised in advance of the meeting.	
2	**Minutes of previous meetings** 1) Minutes of the QTSE Committee meeting held on 2nd October 2023 The minutes were reviewed and it was agreed that they were an accurate record of discussions. AGREED: to approve the minutes of the meeting held on 2nd October 2023 as presented. 2) Matters arising	

	Committee were happy to note the content of the update provided. There were two queries: • Line 5 – governors asked whether the 45% return rate is good or bad. Principal advised that there is no comparative measure and therefore the position is inconclusive. He explained that this gives a baseline to work from going forwards but instinctively he would like to see the figure higher. He expressed a view that the work currently being undertaken regarding values and behaviours will improve the level of engagement, which should lead to this figure increasing on the next occasion. • Line 6 – committee asked if the noncompletion percentages are acceptable. Principal confirmed that the aim is to be at 100% but that the organisation is relatively comfortable regarding completion at the level reported. Committee were given assurance that all individuals who have outstanding mandatory training are known and that they are being actively chased to conclude. One governor asked what the Ofsted view of these percentages would be. Staff indicated that what is important is knowing who is outstanding and being able to evidence that they are being chased to complete. Governors all agreed that this provided a level of assurance for them.	
3	**Safeguarding report** Committee Chair thanked staff for the information provided and it was confirmed that Elita Eliades, one of the new governors, is taking on the role of lead governor. She will be supported by training and has an initial meeting arranged with the Principal and the DSL later this month. When considering the information committee particularly referred to page 48 which sets out governor duties in this area and all agreed that it was helpful to be reminded of these. Committee all acknowledged that, through reporting to this committee, it is clear that the college has rigorous processes in place regarding safeguarding which is assuring. 1) 2023/24 exceptions report Committee were happy to note the content of the update provided and key matters highlighted were: • College is a safe place to be, • Main concerns relate to outside the college, specifically the incidents reported, • College does react and respond to the external issues but there are limitations to what can be done, with a focus on support whilst in college. Committee asked if there is more that can be done regarding the community issues identified and all agreed that it was important to maintain relationships and understand the context. Staff provided assurance that there are clear processes in place for this. One governor asked whether the college talks to community groups regarding 'care and support' in Barnet and Southgate.	

	Principal indicated that for him stakeholder engagement regarding reputation is a focus. Currently college is contacted with 'problems' and there is a need to change the lens on this and specific examples given were the park, students jumping barriers, McDonalds etc. It was explained that some students come in from outside the borough and are therefore not necessarily residents/part of the community. Principal expressed the view that there is more that the college can do in a number of areas and examples given were: • Student engagement in the community • Community benefit • Student placements • Celebrating successes Committee asked whether there are lessons to be learned from the incidents. DSL confirmed that there have been, with conversations taking place with the police and the safer schools officer. She confirmed that the college does not have any hate crimes which is not the case in some of the local schools. She confirmed that tutorials are allowing dialogue on the conflict that is happening. Challenge from one member of the committee was to make sure that all governor safeguarding training is up to date (Director of Governance, 2023). 2) Updated Safeguarding Policy Committee were advised that there are very minor changes. These have been made following safeguarding ambassador feedback as well as external contributions which should give assurance regarding good practice. Key updates include: • Recruitment processes and specifically checking online content, • Staff roles and responsibilities regarding online safety. Committee confirmed that they were happy to recommend the updated policy for board approval. 3) Online safety overview Committees' attention was drawn to the audit undertaken and it was explained that this is a new document presented to this committee and that the actions identified align with meeting the digital standards regarding online safety. DSL confirmed that she has worked with the Head of IT to identify actions required and that these have been mapped against the London grid for learning template/considerations. Committee when considering the list of actions questioned capacity and prioritisation. DSL confirmed that she and the Head of IT complete monthly reviews and that, alongside this, there is a new digital working party established to oversee the actions required. Principal confirmed that the executive team have been looking at resource and capacity, particularly to support the DSL	

	and one other colleague. Review has led to the approval of one additional SENCO to relieve some of the pressure, which will mean that the DSL is able to focus on the growing safeguarding demands. In relation to the online audit a challenge from the committee was to 'avoiding this becoming an industry' and it was suggested that the focus really needs to be on what is important. Principal advised of the intention to commission an external review of safeguarding as this can be resourced this year. He confirmed that the outcome of the review will be reported to this committee (DSL, 2024). 4) Single central register update Committee were happy to note the HR feedback provided earlier at agenda item 5[2]. AGREED: A) to note the content of the update provided B) Recommend that the board approve the updated Safeguarding Policy.	
4	**Curriculum strategies** Principal referred to his report and summarised the context for not conducting a deep dive on this as originally envisaged. He explained that the focus of his report is on process with the aim being to provide some assurance. As reported, he confirmed that the curriculum area strategies provided to him so far are not fit for purpose for a range of reasons. Governors asked for an overview of the issues i.e. is it staff capacity, skills, training needs etc. Principal advised that the ones completed to date range significantly in terms of quality and content and that, with hindsight, staff were not supported enough in the process and in fact some staff did not even find the space and time to complete. He acknowledged that the timescales provided for completion were not quite right and that, if staff did not complete by July then it was not achievable to complete by September/October because of the start of year demands. Committee were advised that a new process has now been implemented i.e. requiring curriculum managers to present their business case and that this is an approach utilising best practice from others within the sector, and an example given was Barnsley College. Question and challenge was whether or not the delay in creating these plans will slow the organisation down. Principal provided assurance that it won't and explained that the work hasn't stopped and is going on in the background but that it just wasn't possible to hit the original timescales intended for completion of the documentary work required. Governors asked for an idea of timeframe for their involvement. Principal indicated that the business cases will need to be completed and presented on or before the end of January 2024.	

	When considering the report, committee all agreed that they really like the idea of formal presentations and involving governors in the process. They were keen to broaden out governor involvement to all and not just members of QTSE. Governors indicated that, whilst training and development is important, this is also about holding curriculum managers to account. Committee discussed who will participate in the business case presentations and all agreed that it was important to have different people in the room so that there is several difference lenses used when testing the plans. Challenge from the committee was whether staff really understand what is meant by growth and that it is not just student numbers. Challenge from the committee was to ensure that lessons learned are captured at the end of this process. Principal confirmed that he would inform governors of the proposed January dates for curriculum business case presentations as soon as possible to maximise availability (Principal, November 2023). In terms of future considerations, committee all agreed that curriculum strategies/business cases should be considered as part of each of the deep dives undertaken and that these should sit alongside discussion on skills needs and curriculum intent. Committee all agreed that the 'enablers' as reported were well focused and that the development for centres for excellence clearly articulated. Challenge from the committee was to make sure that all the 'enablers' link in with the various different strategies that exist. Committee all agreed that they were reassured regarding the openness and transparency of reporting at this meeting and that the mechanisms to address current shortfall look robust, however committee will not be fully reassured until early in the spring term when the new process has been completed and fully tested. In terms of curriculum developments, it was agreed that a report on 24/25 plans would be presented at the next meeting, specifically picking out: • What is new & • What is growing (Principal/Tracy McKintosh, January 2024) AGREED: to note the content of the update provided.	
5	**Consideration of KPI data reporting to this committee** Principal opened up a verbal discussion in this area and explained that the executive has a large suite of KPIs which are monitored, currently circa 87. Those KPIs to be reported to board were agreed at the October meeting and this is an opportunity today to discuss what more, if anything, this committee should oversee. When considering this, challenge from the committee was that it needs	

	to be clear what these may add to the quality and experience student scorecard which is already provided. Principal indicated that KPIs monitored by the executive are wide ranging and examples given were: • The number of students without SMART targets • The number of high-risk students • Punctuality • Attendance and retention • Predicted achievement • Target setting • Students on track to meet target grades. Question and challenge from the committee was whether monitoring more than is already the case would add value or whether it would just add more time. Governors all agreed that they did not want to receive information just for the sake of information's sake and the Principal posed the question whether reports on the 9 areas of focus agreed for the year and reports on the QIP progress will give enough assurance. Challenge from the committee was that they need to be assured that they are seeing the right measures which will ensure that the QIP is delivered, and they therefore questioned whether the right measures are on the scorecard as currently presented and reported. Committee agreed that it was important to monitor progress and the potential impact that this may have on achievement and that, to support this, the number of students on track to hit target grades was likely to be a useful measure. Principal confirmed that this is data that is already available to the executive and therefore it would be easy to provide. Committee agreed that retention as a key indicator of likely achievement is always important. Committee acknowledged that there has to be a level of trust and confidence that the executive will flag up anything that is not on track, and which then leads to a deep dive. It was agreed that the position in relation to this is well established. Principal suggested that committee might like to consider replicating the data by headings as reported in the SAR for 2022/23 as this will give a consistent approach. One member of the committee expressed the view that the areas that the college needs to address are well known to this committee but that there may be more to do in terms of communication to the wider board, however they didn't feel that more data would really assist on this. Challenge from the committee was that their focus has to all be about outcomes and therefore progress towards target grades is important. They urged not to overwhelm the committee with too much data and to really make sure it is the right measures that are given the time required for discussion. Challenge from the committee was that it is important to be sure that governors are measuring the right things and an example given was staff development and progression.	

	(Shirley Collier left the meeting at 7.15pm). In concluding discussion, it was agreed to measure the progress on the 9 priorities as they are, as these are identified as key for 2023/24. Challenge from the committee was that 'less is more' in relation to KPIs and that report writers should focus on factual information which sits behind the 9 priorities, and all agreed that reporting on attendance and retention remained crucial. AGREED: to note the content of the update provided.	
6	**Quality and student experience scorecard** Committee considered the report provided and all agreed that they were happy in terms of the level of detail provided. Specifically noted were the improvements reported in the number of unmarked registered. Report also clearly provides student feedback which correlates with aspects identified in the QIP. Committee Chair commented that all the internal trends seem to be going in the right direction which is a positive. Principal indicated that the organisation is potentially considering a sixth question which is 'do you feel safe', however it is not agreed yet whether this will be part of a separate survey given that the focus as currently reported is on the quality of teaching and learning. AGREED: to note the content of the update provided.	
7	**Short reports requested for information** 1) 2022/23 complaints Principal presented this paper for information and confirmed that it provides a headline view. All acknowledged that any organisation is always likely to receive complaints and therefore the focus needs to be on any themes that are emerging. Principal confirmed that, whilst there were no significant themes, the important one for him is any aspects relating to course organisation and an example given was timetables not coming out early enough etc. In terms of an overview, it was confirmed that there are no issues skewed towards any particular demographic. Committee asked whether there were any lessons learned narrative in terms of how the organisation does things and can improve. Principal commented that complaints are often very individualised and that he was confident that there were no specific trends that would need an organisational wide response. AGREED: to note the content of the update provided. 2) Engineering update	

	Committee were advised that this area of provision is just about to go back in to the performance clinic process given the outcome of the self-assessment process. Staff confirmed that they did make some improvements in 2022/23, including use of markbook and aspects seen in lesson observations/learning walks, however at the point of completing the SAR there had not been enough time to lead to impact. Committee were advised that some of their results were better than predicted which is a positive and it is believed that the increased scrutiny and focus last year did have an impact and there is a need now to maintain momentum. One member of the committee asked whether the organisation has sufficient capacity to run as many performance clinics as required. HTLQI confirmed a belief that it does. One governor asked whether the focus of performance clinic should be on the 9 priority areas. It was confirmed that they should, but that this has to sit alongside the aspects which have triggered an area moving in to the performance clinic process. It was explained that the intention of the performance clinics is to really get into the detail of what is happening and why. Principal shared some data for this area, including: • Level 1 and level 2 retention is 100% • Main qualification attendance is 82% • English and Maths attendance is at 55% which shows that engagement is poor, and this is a worry • 26 students marked as 'high risk' on the main qualification. Identifying those at risk is a step forward for this department. • In relation to the level 3 2-year programmes retention does have a negative impact and the best case overall achievement forecast is 84.8%. This is the maximum achievement that could be obtained, however it comes with risks as it requires every current student to be retained and to achieve. AGREED: to note the content of the update provided. 3) A Level update Principal provided some key data, including: • Attendance is at 88% • English and Maths attendance is 81% • 20 students at risk • There is an issue with some Level 3 second years and this was described as a mixed picture in terms of the subjects • Focus is on retention and achievement Committee were advised that there has been a lot more focus this year on testing ability on entry and then moving some students to other courses if A Levels are not right for them. Real focus is motivation and engagement for students on A Levels. Alongside this, college needs to ensure that the value added position is positive.	

	Given continuing concerns it was agreed to receive an A Level update at the next meeting. A Level curriculum managers are to provide written reports in advance so that there is clarity regarding their stated position. 4) Subcontracting quality report Paper provided was considered and a number of aspects commented upon, including: • This is a small area of provision. • The 'requires improvement' aspects are in relation to adult skills and not necessarily all subcontracted provision. • There is a formal requirement to regularly report upon the quality of subcontracted activity. When considering the information provided a challenge from the committee was that there may be a need to review again as there are some aspects which raise a concern. In relation to behaviours and attitudes, one governor asked what actions will lead to improvements. Principal confirmed that there was an intention to carry out an audit on all externally held provision and this will include ACL and Employment and Enterprise. Committees' attention was drawn to page 87 which identifies the areas for improvement and governors asked what actions will be taken to address. Staff reminded that the contract with FMBS is no longer continuing because of quality concerns. Challenge from governors was in relation to the areas identified as 'requiring improvement' and the need to focus in on specifics i.e. adult skills if this is a broader area of concern rather than just the subcontracted elements. It was agreed that Adult Skills, including the subcontracted elements would be a deep dive topic at the next meeting with the Leads attending to present. In relation to any improvements required in relation to safeguarding it was agreed that Chalene Scott would liaise with Lynette … outside the meeting to progress. AGREED: to note the content of the update provided.	
8	**AOB** It was confirmed that there were no items of additional business.	
9	**Reflection of the committee meeting against college values** Key matters noted were: • Important for this committee to always have an area for deep dive at each meeting. • There is a clear focus on assurance. • Governor attendance at these meetings could be improved and the hope is that this will be strengthened following new appointments. • Helpful to have the draft heatmap questions in advance. • Really good conversations.	

	• Good discussion regarding SAR in part 1 of the meeting • New and additional committee members will be welcome and will give a fresh perspective. • Really helpful to have more thought applied to the executive summary in terms of posing questions for governors to consider.	
10	**Agenda items for the next meeting** Clerk confirmed that a number had been agreed during the meeting today these are: • Curriculum plans for 2024/25 - What is new - What is growing • A Level update – with curriculum managers providing written reports in advance and attending for questions and answers. • Adult Skills deep dive – with leads attending to present • QIP 2023/24 progress update (standing item for the remaining meetings) • Quality and student experience scorecard (standing agenda item for each meeting) - with the Principal to review whether any additional KPI data reporting is to be added/beneficial.	
11	**Heatmap – risks and assurance** It was agreed that the Chair and Principal would further populate following the discussions which had taken place today.	
12	**Date and time of next meeting** This was confirmed as 15th January 2024 at 5.30pm. Meeting closed at 7.50pm.	