



# MEETING MINUTES

**MEETING** QUALITY & STANDARDS COMMITTEE

DATE: 20<sup>th</sup> November 2017 TIME: 10.00 – 12.10

VENUE: Room 2.04,  
NCHSR,  
Carolina Way,  
Doncaster CHAIRED BY: Colin Stewart

MINUTE/ACTION TAKER: Sally Brook Shanahan,  
Clerk to the Corporation  
& Legal Officer

## ATTENDEES

1. Colin Stewart (CS)	2. Jon Binner (JB) – dialled in	3. Clair Mowbray (CM)
APOLOGIES: None		
IN ATTENDANCE: Neil Brayshaw, Director of Technical Training (NB) and Sally Brook Shanahan (SBS)		

TOPIC	WHO	WHEN
<p><b>1. Declarations of Interests</b></p> <p>None beyond those already included in the Register of Interests.</p>		
<p><b>2. Minutes of the meeting of the Quality &amp; Standards Committee held on 23<sup>rd</sup> June 2017</b></p> <p>The minutes of the meeting held on 23<sup>rd</sup> June 2017 were agreed and signed by the Committee Chair as a true record.</p> <p><b>Matters Arising</b></p> <p>(i) <u>FE Commissioner’s Visit</u></p>		

<p>CM said following the FE Commissioner’s visit to NCHSR, the other National Colleges had all now been visited by him. The outcomes of the visits to the other National Colleges, including a follow up visit and further review in two specific cases, were noted.</p> <p>Members were pleased that John Hogg, Deputy FE Commissioner, had attended the formal opening of the Birmingham Campus on 8<sup>th</sup> November 2017.</p> <p>(ii) <u>Curriculum Development</u>  CS enquired about progress with the development of short courses some of which had been schedule for delivery from September 2017. CM explained it had been necessary to change a number of internal priorities which had led to a short delay but recruitment for the CPD Manager was now underway.</p> <p>(iii) <u>Members’ Training and Development</u>  SBS confirmed the suggestions received for training were being taken forward via the Search &amp; Governance Committee and the Members’ Link Scheme was ready to be launched.</p> <p>JB reiterated the comments he made about how keen he was to learn more about the Further Education sector. In reply to CM’s enquiry about specific requirements, JB said his training need was a general one. A discussion followed about the arrangements and timing to deliver this. It concluded with agreement reached to hold a general FE training day in late February 2018 by which time the new cohorts of students will have enrolled that would make it a richer experience (ACT13).</p>	<p>SBS</p>	<p>Feb 18</p>
<p><b>3. Actions Log from the meeting of the Quality &amp; Standards Committee held on 23<sup>rd</sup> June 2017</b></p> <p>(i) <u>ACT08</u> – Meeting held on 23<sup>rd</sup> June 2017 – Minute 5, Page 3 of 8 – FE Commissioner’s Report.</p> <p>It was noted the organisation chart had been circulated and the Action closed. Noting that the chart was being updated frequently during the current stage in the College’s development an on-going requirement to periodically re-circulate it was noted.</p> <p>(ii) <u>ACT09</u> – Meeting held on 23<sup>rd</sup> June 2017 – Minute 6, Page 4 of 8 – Curriculum Development.</p>		



## 5. Quality & Standards Committee Business Cycle

NB introduced the proposals for the content of a Business Cycle for the Committee for implementation over the next year. Until recently the brief had been to recruit learners and staff and prepare the content for delivery. Now that the College had opened the Committee's activity needed to align with that of an operating College including putting in place the plans for how the Committee will monitor the quality of delivery.

Members discussed the proposals for agenda items and their timings as follows:

Meeting scheduled on 16<sup>th</sup> January 2018

**(i) Curriculum Staff Recruitment Plan**

NB reported he had been in discussion with the HR Manager about the Plan for the next 2-3 years and would be bringing the draft to the next meeting for the Committee to finalise.

**(ii) Curriculum Development Plan**

Following on from the Board Away Day held on 10<sup>th</sup> October 2017 at which he has shared the Curriculum Development Plan with Members, NB was using the feedback received to prepare a Plan for the next 12-18 months all of which was being created from new as nothing had been inherited. NB said he was co-ordinating the Plan with relevant industry bodies to ensure it was fit for purpose and assured Members it would be innovative. Following the initial review of the Plan at the Committee's next meeting, NB said, moving forwards, there would be further opportunities to review and refine it.

**(iii) Key Performance Indicators** (for monitoring at the meeting on 16<sup>th</sup> January 2018 and every meeting thereafter).

NB explained the KPIs would be aligned to the business plan with the aim of ensuring they are rigorous and measurable.

Meeting scheduled on 30<sup>th</sup> April 2018

**(iv) 3 – 5 year Long Term Curriculum Plan**

Meeting scheduled on 9<sup>th</sup> July 2018

<p>(v) <b>A new Teaching, Learning &amp; Assessment Strategy for implementation in the 2018/19 academic year</b></p> <p>NB said following its scrutiny by the Committee the Quality Strategy would be presented to the Corporation for approval at its meeting on 13<sup>th</sup> December 2017. He briefed Members about a potential opportunity that had arisen for the College to work with Ofsted to pilot a project that will inform the new Common Inspection Framework (“CIF”), hence the reason for bringing the Strategy back to the Committee so it can be taken to a new level.</p> <p><u>During 2018/19</u></p> <p>(vi) <b>Self-Assessment Report (“SAR”)</b></p> <p>Members noted it would be necessary for the College to prepare a SAR next year with the benefit of a full year’s data and that the Quality Improvement Plan would follow on from that. With the College being a very different type from others in the FE sector and with changes due to be made to the CIF, NB emphasised the need to understand the criteria Ofsted will be measuring against. Members endorsed the importance for the College to engage with the sector and quality bodies going forward.</p> <p>CM said she thought the Business Cycle would be useful for the Committee so it could see what the agendas for meetings will include going forward. She reminded Members that the College had grown from 4 to 47 employees over the year and with the staff in place the College had the stability to take the agenda items forward.</p> <p>JB referred to recent discussions at the Board when it was agreed he would arrange a visit to the University of Birmingham to look at the dashboards they use and said he was now able to host a small group from the College to do this. JB said he would send an email to confirm (ACT16).</p> <p>CS said he wanted to be clear about the College’s position in relation to the SAR process and requested a one page summary to assist Members’ understanding (ACT17).</p> <p>CM explained that the on-going business planning would help shape the Dashboard and which will provide easy to understand information about progress against targets that will be delivered to the Board Committees whilst noting that to ensure the full picture, words will be required in addition to the summary.</p> <p>A discussion followed about the matters that Members would like to have covered at the Committee’s next meeting</p>		
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in January 2018. It was agreed that Learner numbers and withdrawals, pathways and information about how the curriculum had progressed should be included along with relevant statistics to facilitate discussion.

CM said she would be taking a mock up of a proposed Dashboard for statistical monitoring to the full Corporation Board meeting on 13<sup>th</sup> December 2017. CS emphasised the importance of Members having the visibility such a Dashboard will provide. NB concurred and noted the key role the Dashboard would have in facilitating monitoring and scrutiny by Members and, very importantly, contributing to the overall Learner experience. CM noted the biggest challenge was that the systems to gather the data were only just being put in place but were required to feed into the Dashboard. CS said he understood work was in progress and was entirely content to start simply. JB emphasised the key points for Members were to know Learners were benefitting from their programmes and receiving a quality experience. He acknowledged that before the data begins to emerge it might be necessary to receive assurance via proxy measures.

JB referred to the emphasis that Ofsted placed on the Learner Voice and Experience and asked how these requirements were being met. NB confirmed a Learner Survey had been carried out and noted the imminent appointment of a Learner to the Committee's membership and to the recent selection of a Learner Voice Representative. He noted that data on Achievement will be longer down the line as presently learners had only been on programme for six weeks. In terms of quality CS said information about the front end must already be available, for example, the availability of course materials and so that should be provided sooner.

Members agreed the content of the Committee's Business Cycle and noted that the KPIs would be going to the full Board in December. CM confirmed that Committee specific KPIs were being developed in addition.

## **6. Quality Strategy**

Following the detailed discussion about the Quality Strategy that had taken place at the Committee's previous meeting minor amendments had been made to it and the actions recorded in the minutes had been taken. The Quality Strategy was now brought back to the Committee for sign off and recommendation to the Board for formal approval.

JB drew attention to a minor typographical error on page 5 and requested that the periodic reports made to the Quality

<p>&amp; Standards Committee should also be referred to as part of the Strategy. He also emphasised the importance of monitoring it and questioned whether the section about Benchmarking should be expanded. NB assured Members that staff and the curriculum team would be reviewing the targets on a daily basis and that at key points in the academic year certain statistics would be more important, for example Retention during the first 42 days. He said he felt that the Governors and Quality Assurance section reflected the on-going monitoring in place.</p> <p>With the benefit of the discussion, and subject to the minor amendments being made, it was agreed to recommend the Quality Strategy to the Corporation for approval <b>(ACT18)</b>.</p>	<p>NB</p>	<p>13.12.17</p>
<p><b>7. Curriculum Development Plan</b></p> <p>NB introduced the paper and referred to the discussions held at the recent Board Away Day on 10<sup>th</sup> &amp; 11<sup>th</sup> October 2017 when he had shared with Members the current position on the Curriculum Development Plan, future plans and the check being made to ensure the Plan aligned with industry requirements and that it would contribute to meeting skills shortages and Government priorities. He noted that at that time there had been some nervousness around learner numbers but nevertheless Members had unanimously concluded the College should adhere to its strategy to recruit Learners aged 18+ and offer programmes at Level 4 and above rather than become more like traditional FE Colleges. In that context, the opportunity had been raised to offer an “access” course – a year zero/foundation year - at the Doncaster campus with Members noting the potential this would offer to bridge the gap that some young people in South Yorkshire had when leaving school. In addition the Members had concurred the right approach was to put in place opportunities for Learners to progress from Level 4 to Levels 5 and 6 and for the expansion of Apprenticeships.</p> <p>NB confirmed the Level 4 Certificate of Higher Education in High Speed Rail &amp; Infrastructure, validated by Sheffield Hallam University (“SHU”), was now up and running. The one year full-time course offers Learners a foundation for future career development or study. CM explained the relationship between SHU and the College for registering Learners, student loan funding, course delivery and payment to the College as the Learning Provider.</p> <p>NB confirmed the Level 5 Operational/Departmental Management Apprenticeship was also now being delivered with the College working towards centre approval from the</p>		

Chartered Management Institute which is regarded as the gold standard. He emphasised that as it was a new course, the Quality Assurance processes would be finalised once the final sign off had been received from the CMI in accordance with normal practice.

Attention turned to the HS2 Apprenticeship Programme which NB reported was all on track with 26 Apprentices on Level 3 and 4 programmes in project management, procurement and transport management. The procurement for off the job training was now complete and this followed on from the initial three-week block induction that had taken place at the College.

Looking ahead to 2018 and beyond it was confirmed the College remained an active member of the Level 5/6/7 Rail Trailblazers Group, led by Network Rail, that included both High-Speed and conventional rail opportunities. NB explained University partners would be engaged for the Level 6 & 7 Degree Apprenticeships and that draft Standards had been agreed by employers and submitted to the Institute for Apprenticeships (“IfA”).

The structure for a foundation degree had been presented to SHU and the accrediting body and would be going through a validation process in Spring 2018 with the intention that the course would run from September 2018 with some current Learners progressing on to it. NB said the development of the new course had been helped by the work already undertaken for the L4 Cert HE programme.

In terms of other future developments CM drew attention to the issues being encountered in relation to the allocation of a funding band that had been explained in detail to the Corporation at its most recent meeting. She outlined details of the campaign currently underway to resolve the matter. A discussion followed about the development of the initial Level 4 Network Rail Apprenticeship which pre-dated the IfA process and about which, it was understood, the IfA have some questions. Consequently, although the plan is to merge the High-Speed and conventional rail Apprenticeships this remained to be confirmed. Remarking that whilst the Level 4 Rail Engineering Apprenticeship had some common elements it did not cover all areas, CS said the concept of bringing the best of both Apprenticeships together was a very good idea. CM added that this would remove confusion from the market as currently a High-Speed Rail apprentice can work on conventional rail but not vice versa.

<p>Finally NB clarified the decision to offer a Level 3 opportunity related solely to the access course and would be restricted to 18+ Learners.</p> <p>Members received and endorsed the content of the Plan.</p>		
<p><b>8. Learner Recruitment Update including feedback on the Open Days held on 1<sup>st</sup> &amp; 8<sup>th</sup> December 2017</b></p> <p>NB updated Members on the current recruitment numbers comprising 25 HS2 Limited Apprentices, 28 (originally 32) Cert HE Learners of whom two had moved into employment, which was acknowledged as a positive destination, and two who left for personal reasons and five Civils Apprentices.</p> <p>He continued by reporting on the recent Assessment Days and the two Open Days – one at Doncaster and the other at Birmingham – along with a separate Track Day that had produced applications for 23 Civils and 7 Systems Apprenticeships together with a further one in the pipeline. In addition, 7 Track Apprenticeships were confirmed with a further 5 in the pipeline plus 3 Leadership &amp; Management Apprentices. Currently there were with employers and An Assessment Centre was to be held later in the day to match Learners with 14 current Apprenticeship vacancies. NB expressed confidence this would be done and would strengthen the January and May 2018 intakes.</p> <p>NB drew attention to the strong conversion ratio from candidates attending recruitment events and to the positive recruitment through HS2 Joint Venture bidders.</p> <p>Further Assessment Days were planned on 24<sup>th</sup> November and 8<sup>th</sup> December 2017 at which potential Apprentices would be given assistance to update their CVs, participate in mock interviews as well as providing a brokerage service to employers.</p> <p>CM confirmed the original recruitment target was 50 Learners per campus in Year 1 which was subsequently increased to 226 in total and a figure she felt was potentially achievable in view of the activity underway and the two further intakes in January and May 2018.</p> <p>CS asked about the geographic split. NB said there were currently more Learners based in Birmingham but that in January further apprentices, including Track and Systems specialisms, would be running in Doncaster to redress the balance. This was unsurprising as the Birmingham Civils course had always been planned to start first.</p>		

<p>CS thanked NB for his report and asked for a Recruitment update to be brought to future meetings (ACT19).</p>	<p>NB</p>	<p>16.01.18</p>
<p><b>9. Curriculum Staff Recruitment Plan</b></p> <p>NB confirmed the intention was that the Curriculum Staff Recruitment Plan will be shared with the Committee at its meeting in January 2018. In the meantime interviews for Track lecturers were taking place during the current week with further interviews scheduled for further lecturing positions including in Leadership &amp; Management. NB also reported that the Business Development Manager had taken up her post on the day of the meeting.</p> <p>Recruitment to the Business and Curriculum team were proceeding to plan with recruitment activity occurring before Christmas in time to enable the successful candidates to start in February 2018. NB emphasised the need for the curriculum posts to be filled before the summer in 2018 to ensure new materials for the September 2018 starts are in place.</p> <p>A discussion followed about the source of recruits in which the positive impact of the Open Days which showcased the College campuses was noted. Applications from candidates in South Yorkshire were included in those received, both from the rail sector and other FE Colleges.</p> <p>CS asked about progress with the creation of content. NB confirmed 12 months of Civils content and the full Cert HE course had been written. The Track and Systems Engineering content was also almost complete with input received from industry specialists. It was pointed out that all Learners will have a 12 week core “High Speed” induction following their September 2018 start and will only specialise after that has been completed.</p> <p>In reply to a question from CS, NB confirmed Rolling Stock and Command &amp; Control specialisms will have their staff in place by Easter 2018 in readiness for the September 2018 intake.</p> <p>CS enquired about the verification process for curriculum content and NB outlined the work of the Curriculum team, industry ratification and the refinement and re-engagement with industry that took place post-delivery. He explained in more detail how subject matter experts write the content which the Curriculum Development Manager then reviews to ensure it reads across into the Standard. NB confirmed his role included lesson observations and that feedback was</p>		

<p>received from Learners every day. It was confirmed the practical experience comprised 80% with the End Point Assessments, effectively the “final exam,” the remaining 20%. JB confirmed to CS that what had been outlined was what he expected. CS said how important the Curriculum process was in relation to quality and asked for it to be recorded (ACT20).</p>	<p>NB</p>	<p>16.01.18</p>
<p><b>10.Any other business</b></p> <p>(i) <u>Ofsted Plan</u> - CS asked for this subject to be included on the agenda for the Committee’s next meeting. NB said that everything that was being done would be included in such a Plan. He referred to the references earlier in the meeting to the way in which the College was taking the initiative to engage with Ofsted and engage with Quality consultants all over the country to ensure Ofsted readiness. As a result, NB said he felt it was unnecessary to have a separate Ofsted Plan at this stage and that Ofsted would in any event not be looking at the College as its learner numbers were insignificant. NB reported its Chief Executive had indicated she would like to visit the College and this would present an opportunity for the College to play a part in the new Common Inspection Framework. He emphasised that the way the College is designed to meet the needs of employers and to fill skills gaps is what Colleges will be reviewed on and that all of NCHSR’s strategies and plans must be similarly aligned with the overall ambition of being Ofsted Outstanding Plus. CS said he appreciated it was unlikely there would be an inspection soon but nevertheless he felt the College should write down how it was going to achieve this ambition. NB noted that when Ofsted visit he will be asking about the new Framework and then developing the College’s Quality and Learning Strategy against it with the output being brought to the Committee at its meeting on 9<sup>th</sup> July 2018. In the meantime, it was agreed a one page statement of intent, articulating how this will be achieved will be circulated to Members (ACT21).</p> <p>(ii) <u>Institute for Apprenticeships</u> – It was reported that the IfA will be coming to the College in January 2018 to look at its virtual and mixed reality teaching that is part of the End Point Assessment.</p> <p>(iii) <u>Industry Advisory Board</u> – CM reported that the inaugural meeting of the Industry Advisory Board, constituted as a sub-Committee of the Corporation Board, had been held on 16<sup>th</sup> November 2017 with many different companies represented amongst the membership. The IA Board had discussed its terms of reference and decided the frequency of its meetings. The Committee had also identified the need to have someone from its membership</p>	<p>NB</p>	<p>asap</p>

<p>sitting on the Quality &amp; Standards Committee in order to embed the work of the Industry Advisory Board (“IAB”) within the College’s governance framework. CM noted that curriculum developments could be verified through the IAB, for example production processes and quality. It had also emerged through the very positive discussion at the meeting that IAB members would like to use the College as their apprenticeship brokerage service.</p> <p>A discussion followed about how the IAB will grow and its role to embed employers formally in the governance of the College. CS asked for a list of the IAB’s current members (ACT22).</p>	<p>CM</p>	<p>asap</p>
<p><b>11. Date and time of the next meeting</b>  It was agreed the next meeting of the Committee will take place on <b>Tuesday 16<sup>th</sup> January 2018</b> from 10.00 – 12.00 at the Birmingham Campus.</p>		

The meeting ended at 12.05.

Signed.....

Date .....