



Curriculum, Quality and Standards Committee
Tuesday 29 June 2021 18:00-20:00, Teams

Minutes

Committee	Mike Sutcliffe (Chair); Sue Kingman; Ian Valvona; Vincent Neate; Cait Orton; Jason Jones (acting CEO & Principal); Japneet Kaur; Hamish Murray; Will Whitmore
In Attendance	Helen Upfield (Interim Deputy Principal); Sheila Fraser-Whyte (Executive Director Business Development & Innovation); Lance Finn (Head of Quality Assurance and Improvement); Rachel Scarborough (Head of Student Experience); Chris Dearnley (ESFA); Sarah Connerty (interim governance advisor)
Apologies	

Agenda item	Item Description	Action
1	Welcome and apologies The Chair welcomed colleagues to the last meeting of CQS for this year. The Chair noted that it has been a hard year for staff and he congratulated them on all the work at the College. Apologies were received from Hamish Murray. Japneet Kaur and Will Whitmore did not attend the meeting.	
2	Declarations of interest There were no declarations received.	
3	The minutes from the meeting held on the 9 March 2021 were agreed as a true and accurate record subject to a typo on page one.	SC
4	Actions and matters arising Action 9 - VN, RS and CO to report back on the mental health and wellbeing role - VN noted that he has completed the Level 3 training. It was very good, useful and interesting. The Chair asked if there is anything the Committee needs to be aware of from the training. VN noted it made him aware how much support and activity goes on at the College around safeguarding for young people and the importance of being in touch with other organisations and agencies. It is about raising issues, communicating early and speaking to other organisations. VN reported that he has been doing a lot of work with Now Teach (SK joined the meeting 18.08). It is coming from the perspective of a teacher knowing what they are meant to do and providing what is needed and not making a young person's life any harder. The Chair asked if the training had identified any things that need to be done differently at the College. VN noted that he was not qualified enough to propose any changes at the College and would leave this to the specialists. CO suggested RS may want to talk about the mental health lead role. RS noted that mental health is such a big theme for all elements of College activity. The biggest update since the last meeting is to do with the lead counsellor role. The mental health lead role is in place and there is a Trailblazer partners planning session to look at how to support students and staff next year. RS has signed up to peer supervision training because there have been a number	

	<p>of significant disclosures. The Chair noted that there is a growing risk across the whole sector for staff and student mental health.</p> <p>RS noted that the mental health practitioner will hold drop in sessions for all staff and has taken on informal supervision. She will clinically supervise staff as a trained counsellor and this addresses a gap at the College to process the disclosures staff are dealing with.</p> <p>The Chair asked if the merger adds an extra factor. RS noted that there is some uncertainty from staff, but because of everything else dealt with as a team it is lower on the list.</p> <p>Action 11 - Work experience – JJ noted that this is much more difficult to quantify under Covid19, but the College has a lot of good solid work experience opportunities in place</p> <p>Action 12 - HM and JK to update on student experience - RS will cover this later in the agenda in the absence of the student governors</p> <p>Action 14 - Modelling against minimum standards for apprenticeships - see item 12</p> <p>Action 14 – closing courses - JJ explained that there are clear criteria for closing courses around declining enrolments over a long period of time, poor student outcomes and poor progression outcomes – JJ to update under item 8</p> <p>CQS actions from the Board:</p> <p>Action 15 – careers strategy – JJ reported that it is in progress. The group meets every three weeks. It is going to be harmonised with HCUC and the aim is to get it in place by the start of the academic year. It will come back to CQS in September. The Chair asked if there is anything that the Committee needs to be aware of around careers advice and employability. SFW noted that the Heads of Schools and curriculum areas are looking at progression opportunities. The next step will be enrolment; it is about progression opportunities for the following academic year and the College is hoping that there will still be an opportunity for students as part of the merger. JJ noted that at the joint student workshop students fed back that they were interested in careers guidance to support selecting courses. Software is available and this is being looked at to put in place. RS noted that there was a meeting today with White Orca to roll this out for when the students start. RS agreed to share some data with the Committee on where we were and where we are now. The Chair agreed this would be very helpful and asked for a cover paragraph to contextualise the data.</p> <p>The actions from the Board around the student experience are included in RS’s report at item 5.</p>	<p>JJ</p> <p>RS</p>
<p>5</p>	<p>Student experience update following discussions at the Board (actions 16-19)</p> <p>RS reported as follows:</p> <p>Action 16 - Disclosures from students and Ofsted report - The Board would want to know more about how strategies are working - RS noted this is covered in the safeguarding report. RS and Mark Brough are looking at a joint software package and using the Behaviour and Safeguarding team to look at areas of concern.</p> <p>Actions have been taken at the College. There were disclosures from students about the alleyway and that has been made safer. Students need to know that when there is a disclosure action is taken. It is about outside agencies as well. The team has been working with the Transport Police around train and bus travel and working with the local police around parks and outside spaces. The College is utilising Pro monitor to break down incidents of behaviour and using DfE categories around behaviour and actions. RS noted that there needs to be a reporting space to deal with incidents earlier. The tutorial system is changing to an assembly style space so sensitive subjects are dealt with by the safeguarding team, Trailblazer partners and with third party agencies in attendance. For bag searches the team are getting youth agencies involved. There is an aim to tow the middle ground, so victims feel supported and perpetrators are not overly punished. It goes back to training and making sure all the right support is in place.</p> <p>CO noted that towards the end of the safeguarding report there is a summary of the Ofsted report narrative.</p>	

	<p>The Chair noted that it sounds like the College is on a journey, has measures in place and there is more work ongoing.</p> <p>RS agreed and noted that it is a chronology of how things started to come to light for RuTC students. Students were raising concerns about attitudes so the College were already on the journey before the Sarah Everard and Ofsted report. Following these there will probably be a lot more disclosures and that is a good thing that students feel more comfortable and able to speak up. The Chair noted the concern of underreporting.</p> <p>RS noted that the College has been working with HCUC on the Student Charter and the expectations of students. Many students were not sure about what was acceptable and non-acceptable behaviour so that has been made very specific.</p> <p>The Chair asked if the approaches to the Ofsted paper are similar to HCUC and RS noted that this hasn't been discussed yet.</p> <p>The Chair thanked RS and the team for all the work done on this.</p> <p>Action 17 - RS to feedback to the Board on diversity on the student council once set up - this is in progress and a report will come back once the council is established</p> <p>Action 18 - RS to give thought on how best to bring the student voice to the Board – RS noted that this is about making the Board more accessible and visible and not as daunting for the students. Some of the suggestions are podcasts from governors about the governor journey and Moodle is being updated so including governors on there and understanding what governors do is important. Engagement sessions similar to question time to involve governors, mentoring to include governors, careers session with governors and assigning a mentee for the SU exec committee were all raised as ways to introduce governors to students. The Chair noted this sounds really good for a better interface with the Board. IV thanked RS for the thoughts and for committing the time to schedule in these ideas and go out into the life of the College.</p> <p>Action 19 - JJ to give thought on how the College can help build resilience and independence in young people – JJ noted this hasn't been pursued yet and it is something to talk to the students about. At the joint workshop students fed back on their challenges and how the College can help them with that. Mental health was raised a number of times. RS noted that Anna O Flaherty is doing the emotional intelligence and employability in the workplace and this featured a number of areas that will be rolled out as part of student induction sessions. It is about embedding these sessions through the year rather than one off sessions as part of the tutorial cycle.</p> <p>Student Voice</p> <p>The student governors did not attend the meeting.</p> <p>RS noted that it has not worked so well this year and the College are looking to incentivise this going forward. The team have spoken to students about how to bring students in who wouldn't necessarily look to be become student reps. The audits were well attended and there was a lot of learner voice through that. RS agreed to circulate this feedback to the Committee. There were a lot of actions from the students which will feed into the "You said We did".</p> <p>RS noted that it is about supporting students to come forward. The Chair noted that it has been difficult over several years. RS reported that one student has already come forward who was impressed and is interested in being put on the exec board. Cross College forums need to be presented differently to get more feedback. IV thanked RS for the report and noted the importance of having students front and centre of all discussions. The Chair thanked RS for the report.</p>	<p>RS/SC</p> <p>RS</p>
6	<p>Safeguarding update</p> <p>CO reported that it is a team effort so she is co presenting with RS.</p> <p>This is the third safeguarding report covering February 2021 to date in the same structure. There is the data update to benchmark against last year. There hasn't been a massive jump in numbers but a smooth increase in trajectory. 297 students are currently known to</p>	

	<p>safeguarding (including withdrawals), which is 14% of the total college population (1997). This compares to 21% of the total college population (372 of 1720) known to the safeguarding team in June 2020. The team can't be sure why there has been a decrease, but the underlying theme is Covid and the opportunities for disclose and it may be that young people have been disclosing issues elsewhere during this time. There is an update on mental health and counselling and numbers referred to the mental health Trailblazer practitioners in the report.</p> <p>[confidential item]</p> <p>SK asked does the College continue to have a duty of care after a student has left. CO noted that once a student is not on roll that duty of care ends as an education provider. Because there are such strong relationships with the Virtual School and the agencies support continues. It is likely the social workers will be worked with again and the Virtual Schools are that arm of the Local Authority that is consistent so it is made clear when a student finishes if the College can support them with their progression the College will continue that support. The Chair noted that it is a complex dynamic that the Team are fully involved in.</p> <p>CO noted that Michael Clifford, the Student Liaison Manger, has written a narrative around behaviour with a focus on behavioural pinch points and ways of improving things. There is commentary around problem classes largely based in Q block which has less CCTV and staff presence and how that sits alongside the disciplinary policy. It is suggested that there is an inclusion of this data in Safeguarding reports going forward.</p> <p>For Prevent there have been no cases [confidential item]</p> <p>For bursaries this year there have been more partial applications than ever. The team are not sure why but it could be to do with onsite attendance. There have also been a lot more late applications suggesting changes in personal circumstances. The bursary is front loaded through the year so it can relate to changes in circumstances. The Committee asked if it could be related to students not being aware of the system when they start at the College. HU noted this would be unlikely as students are made aware of bursaries at enrolment, induction and through tutorials. HU noted that physical walk arounds speaking to learners does increase applications as it can be about confidence to access services. RS noted that the College will be going online for bursaries next year with a lot of promotional work to go on the screens.</p> <p>CO pointed the Committee to the narrative around tackling abuse and the table of training undertaken.</p> <p>IV asked about attendance at external agency meetings which seems huge and how is that being resourced at the College. CO noted that remote working has been brilliant for attending external meetings. A third of the meetings are PEP meetings, which are back to back for five days for the Looked After people. In terms of resourcing, it is spread across the whole team.</p> <p>IV thanked CO, RS and the team for all the work that is done and noted that it is very reassuring.</p> <p>CO noted that transition sessions have been organised to identify students earlier. Information sharing has been delivered with Kingston and Richmond Safeguarding Partnership Team and this will be extended with the Local Authority.</p> <p>(RS departed 18.57)</p>	
7	<p>Quality Improvement Plan (QIP) for 2020-21</p> <p>JJ reported that this is broadly the paper presented to the Board on the 10 July. The final QIP is due in early July to report into the Self-Assessment Report. Attendance has plateaued, it is better than last year, but it is important not to compare like with like because of the pandemic. The Outreach lead post is going very well with new approaches and skills sets</p>	

	<p>introduced from a schools and local authority background. Home visits for at risk learners are having a positive impact and parents like this approach. The team met last week to look at a comprehensive action plan with innovative ideas to address attendance head on. It is coming to the Curriculum Operations Group tomorrow for further discussion and it will be in place for September.</p> <p>The Chair asked about the induction week which is crucial for new students and what will happen differently this year. JJ noted that features heavily in the attendance action plan. The first half term will be the induction period, it is a critical time for students to embed themselves and the College to embed expectations. The tutorial programme for those six weeks will embed attendance. It will link attendance to employability at the start of the year and throughout the year.</p>	
8	<p>Performance against CQS KPIs JJ provided the latest update for June. Key points are: Attendance – this has been addressed at item 7. Work experience – the Committee has heard quite a lot about the challenges and there have been some innovative and different approaches. Consistency needs to be looked at and curriculum areas need to be learning from each other. SFW and her team have been brilliant at finding opportunities for students. There is a stubborn issue with recording work experience at the College. HU explained that at the moment one of the problems from a curriculum point of view is the central reporting of opportunities. It is the mechanism for recording piece meal work that individual teachers have rolled out and there needs to be a central record. This would ensure it is more visible instead of in pockets. SK noted that there must be portals or something similar. JJ explained that Pro monitor does allow this but the way it is being used isn't entirely correct. HCUC have similar challenges but they do record work experience.</p> <p>The Chair asked how work experience can be embedded a bit more and the strategy for this. JJ noted that he has redefined work experience closely aligned with Ofsted. It is a far more sophisticated and Marc Dodi has done a lot of work on this, he has redefined what work experience looks like and the whole range of activities. It is just the evidence that needs to be organised now and this is in train.</p> <p>Student satisfaction survey – JJ noted that, as in previous years, the key headline "Would recommend the College to a friend" is used as a proxy for overall satisfaction. It has dropped to 80% (3% below from last year) which is a concern as there has been more onsite time. JJ noted that he didn't want to blame Covid but there is an impact. SK questioned whether it is small numbers and not representative. JJ noted that this analysis will take place as part of the assessment process.</p> <p>Historically the percentage does drop as the year progresses and it is always the case but JJ noted that he is not content to accept that. The College continues to experience challenges in terms of learner voice activities. The last Student Forum wasn't well attended.</p> <p>VN asked if there is a clear criteria to measure that would be a good idea to work towards to improve that score effectively as a merged college. It could be an area to work on together with HCUC which would be of benefit even if the Colleges don't end up merging. JJ noted that the team need to keep on engaging with the students to get an answer to the question. The joint student workshop has given real understanding. Students want a clear employability process, and very clearly they want support for mental health. Key priorities is happiness and that links to a number of things. Being able to see their mates is important and students have really suffered this year because they haven't been able to interact. Sharing good practice and agreeing good ways forward regardless of when the merger lands is key. Peer referencing and linking with other colleges that are similar and likeminded is important.</p> <p>There is a final section on destinations in the QIP and the way it is recorded is slightly different for HE and FE. For next year's scope JJ noted that he would want to see it broken down further.</p>	

	<p>SK noted that on the happiness point is there anything to do to address the more social element for students. JJ explained the team are looking at this in terms of enrichment activities, both for employability and for letting off steam. There is a need to be more mindful of students wellbeing in tutorials. This is being looked at in a detailed way to embed statutory obligations and ways to remodel the curriculum so it is valuable to students. The Chair asked has attendance improved. JJ noted that it is better than last year but not in line with the core curriculum as it should be.</p> <p>HU reported that there is the need for students to have a place to be and that has been very difficult with the social distancing. Being learners in a comfortable space and getting to know each other is a key part of the student experience. Provision for a games room, where opportunities are possible is planned. With induction and tutorials, the College is keen for returning learners to triangulate the quantitative and qualitative data around what current students would really like for the second year.</p> <p>The Chair noted that very few students have had a normal time at College and it is about re learning how to be a College. HU agreed and added that the returning students need to work on those gaps through the tutorial programme.</p>	
<p>9</p>	<p>Emerging picture for next year</p> <p>Applications and enrolment</p> <p>SFW noted that applications are still strong and the data has been revisited prior to this meeting to ensure it is an accurate picture. A levels are still the highest applications which is good news with the number of different A level providers in the local area. Curriculum covers areas that meet the Skills for London strategy including science, engineering, health and social care. Dance and music needs a lot of work because of the auditions and for joinery, carpentry and plumbing it is a lot more based on walk ins.</p> <p>Enrolment plans are going ahead for 12 August for students with conditional offers, and then it fully opens from the 18 August. Online enrolments for a number of courses will be done in advance of this.</p> <p>16-18 numbers are very encouraging. The adult offer is encouraging and the College is ensuring that the offer is streamlined. The College is doing well on art courses, English and maths GCSES are very strong and it is looking at ESOL courses as an area of demand for adults. Adult learner numbers are expecting to go up more. There are a lot of programmes for the unemployed. Adults tend to look at courses in August to September. There have been a number of quick interventions to get people into employment which is where the funding and numbers are.</p> <p>Curriculum offer and areas of strategic growth</p> <p>JJ reported on planned learner numbers and growth. LMI data was used to plan curriculum growth in the right areas. Appendix 4 shows that projected learner numbers have gone through a robust process looking at applications from March/April, historical conversion rates, and conversion from day 0 to day 42. The 27% projected growth is realistic in terms of the data, it is unprecedented growth and the College is being circumspect on staffing for this and can turn on and off staffing as necessary. The curriculum plan is based on the figures provided by SFW in the report.</p> <p>The Chair asked about the earlier enrolment dates due to GCSE results day. SFW noted that enrolment will be started a lot earlier on the 12 August, it is a challenge and an opportunity. The average learner will apply for four or five colleges so there is tight competition. The Chair noted that staff are working hard, and the implication is that staff holidays will be reduced. JJ noted this has been a major discussion point and it took a while to get to a position CLT were happy with. Staff are due back on the 18 August and is asking for volunteers to do the enrolment for 4 days prior to this with toil given back and frontloaded at the start of the holidays.</p> <p>SFW reported that it is important that there is a timetable for Heads of School. Last year enrolment was managed really well logistically, and students had a good experience.</p>	

	<p>SK noted that it is such a big increase and asked if HCUC has similar results. JJ noted that there has been an increase in HCUC applications, because it went down last year it is now back to the previous year's numbers but is not at the same level as RuTC.</p>	
10	<p>Merger updates: Curriculum and Quality and Student Experience merger work streams JJ reported that progress is going ahead as planned. Quality approaches will be put in place for the next academic year. There are some hybrid approaches and some HCUC approaches which he is comfortable with. The aim is to continue to press forward. Notwithstanding the pause the student experience will not be disadvantaged. Students will not be too wrong-footed with a delay and will not be impacted. IV noted that is a key point. He questioned any impact on careers and the big question in relation to a potential delay to STEM. If there is going to be any impact on students officers need to come forward to the Board on this. There is really good reason to say to date that there is no impact but the question around bandwidth and pressures at the College might have an impact. The view at the moment is that there is a positive impact for students from the merger despite the delay. It is about maintaining the best of both colleges. SK asked officers to think about how to get early warnings of the student experience being impacted. JJ noted that some of the mechanisms from RS will really help. There are strategies in place to enhance the learner voice focus, Heads of Schools having their ear to the ground and reporting up which they do already. It is about the managers walking the floors. It is a shared challenge for the colleges.</p> <p>Membership of the RuTC Stakeholder and Scrutiny Committee JJ reported that this committee is a mechanism for HCUC and JJ is looking at it from a strategic perspective and what that might look like for RuTC. Given the merger is pausing it makes the most sense to take more time to look at that.</p>	
11	<p>Partnerships and Engagement Update on Richmond upon Thames School MoU and College representation IV noted that the relationship with the School is enormously important and recent events have brought this into focus. IV and JJ have stepped down from the trustee and member roles. IV explained for colleagues who are not aware that there are planning issues that affect both the College and the School. There are some issues in relation to disposal of land and it was quite clear that there was a conflict of interest to progress those conversations. On the basis of legal advice IV and JJ agreed to step down from their School roles and the conflict was resolved. The two separate questions are about how to potentially reengage with the governance of the school and if the stepping down has prejudiced the governance of the School in any way. A conversation with the Chair and head teacher of the School will take place at the end of term as it is important to continue to have a good relationship. JJ noted that the School have made it very clear that it is a positive relationship and this is just a bump in the road. The MoU is included in the papers and articulates a shared commitment to a range of experiences to benefit staff. The MoU is not in place yet and it is anticipated it will start for the next academic year and both parties are committed.</p>	
12	<p>Apprenticeships SFW noted that apprenticeships have been a risk for the College for a number of years. Some have adapted and some took time to happen and the College has moved forward in areas of strength. There has been an obvious impact from Covid19. The good news is that Minimum standards has been lifted on predicted achievement rates and there have been very good results at end point assessments which is a real change. It is an ongoing piece of work and the team have pulled it together in really difficult times. The Chair noted that the College is on a journey and suggested looking back to see how much work has been done and the achievements in apprenticeships. SFW noted that it is a team effort from all levels.</p>	
13	<p>Adult Education Budget (AEB) profile</p>	

	<p>SFW reported that there is a large contract of £1.4m from the GLA and the College received more money from the GLA in February. The College hadn't spent a lot of time focusing on adults previously, but this year a lot of programmes have been run with the unemployed and a DWP member is on the premises three days a week. Lock down happened and getting numbers through is very difficult with subcontractors reporting the same difficulties. SFW explained that if the College can deliver 90%, then they will get 100% if the funding and if it is below this there will be clawback on what is not delivered. JJ noted that there is normally a 3% threshold and that has been adjusted down but it is still a tall ask and substantial risk. SFW noted that subcontracted and lifelong learning has been delivered. With the extra money received it has made it even harder and the gap is there. At the moment the College are at around the 79% of the funding value. It is getting there but the deadline is 31 July. Issues are that the adult programmes are very short (two weeks) and because of lockdown less courses could be offered. The GLA have reported that all of AEB has been affected by Covid.</p> <p>SK asked if there is an opportunity to get the 90% reduced and JJ confirmed it is not and the AoC had lobbied on behalf of colleges on this and were unsuccessful. The College was at 92% but the additional money in February has reduced this.</p> <p>For next year there is nationally funded Level 3. The College have tendered for more money for next year and have applied for the GLA for a grant to meet skills needs for adult programmes.</p>	
<p>14</p>	<p>Review of effectiveness of the CQS Committee</p> <p>SC reported that each Committee measures its effectiveness against its terms of reference as part of the annual self-assessment cycle. The outcomes were due to be passed to the merged college but due to the pause will now be utilised as part of RuTC's governance. Overall, there are no material areas of concern to report and all amber areas are mitigated on the cycle for 2021-22.</p> <p>There is one red and one amber area which are addressed in the cycle of business going forward. These are:</p> <p>2.13 - To receive consider and recommend to the Corporation Board the Annual HE Report 2.12 - To receive regular reports on the quality of HE Provision at the College in line with OFS requirements</p> <p>These remain the same from last year and due to the merger discussions and the small HE cohort no further work has been done although the Committee did receive an update on the rationale for this and the strategy going forward.</p> <p>Last year there was one further amber area:</p> <p>2.9 - To monitor the achievement of the Colleges Equality and Diversity Plan</p> <p>This action was taken to the Board in July 2020 and both the Committee and Board have prioritised EDI over this year with regular reporting and updates from Marc Dodi, EDI lead for the College.</p> <p>Safeguarding is managed effectively by the Committee with a standing item on each agenda and attendance by the Safeguarding Team Leader who is the Board's staff governor.</p> <p>Suggested actions for 2021-22 are as follows:</p> <p>2.3 - The risks around CQS are appropriately addressed through the QIP and KPI monitoring but the Committee does not receive the risk register. To consider including relevant risks directly from the register as an item going forward.</p> <p>2.8 - To ensure mental health and wellbeing as specific (as it is currently included in the terms of reference under safeguarding) if redrafted (see item 3.2). The focus on mental health and wellbeing is included on the governance timetable for the newly merged college.</p> <p>2.12 - HE remains a key area on the merger work streams programme. Dependent on the length of delay to merger the Committee will need to consider the position and report on HE.</p>	

	<p>2.20 - These are key partnerships that will be taken forward to the newly merged College and relationships will need to be developed to continue this work.</p> <p>3.1 - The Board was due to have an external board review from the ETF but due to the merger discussions this was postponed and has been included on the governance timetable for the newly merged college.</p> <p>3.2 - If there is a significant period of standalone the Committee to review the terms of reference</p> <p>Attendance is 96% compared to 79% last year. This is due to excellent attendance from student governors this year.</p> <p>There is an experienced membership with the right skills to support and challenge Committee business with attendance from the Deputy CEO and Principal (Curriculum and Quality), the Executive Director Business, Development and Innovation and the CEO and Principal. Attendance from the Safeguarding Team Leader, the Head of Student Experience and Head of Quality Assurance and Improvement, provide the Committee with detailed reporting on curriculum and quality and student matters.</p> <p>Vincent Neate took on the role of the Safeguarding and Mental Health and Wellbeing link governor. Vincent attends the Committee and works with officers to carry out this role.</p> <p>JJ reported that he has met with the HE curriculum director at HCUC to look at the obligations around HE reporting to the Committee and Board.</p>	
15	<p>Complaints update</p> <p>SFW noted that there have been 19 complaints. One is still unresolved and is with an external agency. There are a lot less than last year. All complaints have been investigated and resolved. Most were at the beginning of the academic year and were around TAGs.</p>	
16	<p>College self-assessment report arrangements</p> <p>JJ reported that the process will be aligned with HCUC and it has been agreed to continue with this plan. There will be a separate HCUC and RuTC SAR with the same structure so when they are amalgamated the following year it will be much easier.</p> <p>The Committee asked if the same process will be followed for the QIP and JJ noted that this will also be aligned.</p>	
17	<p>Any other business</p> <p>There were no items raised. The Chair noted that it has been a good year and with the delay to merger there is the joy of meeting as a group next year. Dates are being finalised and will go out very soon. The Chair thanked the Committee for the time and effort put in and noted that it was a fun committee to chair. IV thanked MS for a really good meeting.</p>	
18	<p>Meeting dates for 2020-21:</p> <p>This is the last meeting of the CQS for 2020-21.</p> <p>Dates are being finalised and will be circulated for 2021-22.</p>	SC
19	<p>The confidential minutes from the meeting held on the 9 March 2021 were agreed as a true and accurate record.</p>	

Meeting closed 20.03