

MINUTES OF THE HAVERING LOCAL BOARD

Date: 12th October 2020
 Venue: Remote – Microsoft Teams
 Time: 6 pm

Chair	Richard Bint
Local Board Members	Adam Ashour, Richard Bint, Teresa Esan, Asmaa Foudal, Neil Frost, Peter Hart, Marilyn Hawkins, Garrett Hill, Brian Martin, Sally Miller, Dawn Samwell, Paul Wakeling
Attendance and Quoracy	Meeting Quorate. 12 out of 12 Members present (100%)
Officers	Paul Nutter – Deputy Principal, Havering Colleges Sue Bannocks – Assistant Principal (up to item 9) Catherine Foley – Assistant Principal (item 10 only)
Head of Governance - Havering	Cathy Horne

Minute Ref	Item of business
PROCEDURAL MATTERS	
LB/20/62	<p>Welcome and opening remarks</p> <p>The Chair welcomed Members to the meeting, particularly Councillor Sally Miller and Asmaa Foudal who were attending their first meeting of the Board. The Head of Governance gave an update on the current recruitment process.</p>
LB/20/63	<p>Apologies for absence</p> <p>There were no apologies.</p>
LB/20/64	<p>Declarations of Interest</p> <p>There were no declarations made.</p>
LB/20/65	<p>Minutes of the Havering Local Board held on 25th June 2020</p> <p>The minutes of the Havering Local Board were approved and would be signed by the Chair after the meeting, as a true and accurate record of the meeting.</p>
LB/20/66	<p>Matters Arising / Actions Tracker</p> <p>There were no matters arising from the minutes.</p> <p>Referring to the Actions Tracker, the Chair explained that all items were either covered on the agenda or were included in the business planner for future meetings. Some items had been deferred either for operational reasons due to Covid or to allow for the new Members to be appointed in November.</p> <p><u>LB/20/48</u> – accountability for apprenticeships formed part of the paper on the Terms of Reference and as such could be removed from the tracker.</p> <p><u>LB/20/49</u> – Report on Ofsted pilot visits and online survey to be received as item 11 and subsequently removed from the tracker.</p> <p><u>LB/20/52</u> – Suitable methods for recruitment to the Board had been discussed and agreed. Interviews were taking place on 23rd October. Item to be removed.</p> <p><u>LB/19/33</u> – the final Engineering HE student had still not accepted the settlement and a further update would be brought to the next meeting. Agreed a revised date.</p>

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DECISION ITEMS	
LB/20/67	<p>Appointment of Members <i>Paper: Appointment of Members</i></p> <p>Members noted that one of the two Co-opted Member spaces was reserved for appointment by the London Borough of Havering. Following the end of Wendy Brice-Thompson's second term of office on 30th September, the Local Authority had recommended Councillor Sally Miller for appointment.</p> <p>The College Council/Student Union at the two Havering Colleges sites had determined two students for recommendation to the Board for appointment for the academic year 2020/21.</p> <p>RESOLVED: The Local Board APPROVED the appointments of:</p> <ul style="list-style-type: none"> • Councillor Sally Miller as a Co-opted Member for a period of four years until 31st October 2024. • Adam Ashour and Asmaa Foudal as Student Members for a period of one year until the end of July 2021.
LB/20/68	<p>Review of the Havering Local Board Terms of Reference <i>Paper: Revised Draft Terms of Reference of the Havering Local Board</i></p> <p>The Chair explained that the Terms of Reference had been reviewed in the light of experience over the first year and had refocussed on the local community role. The revised draft had been circulated for comments, most of which had been incorporated and were shown in red in the paper presented to Members.</p> <p>One comment around the need to have a Member of the Corporation on the Local Board had been considered by the Chair and the Head of Governance who had agreed that this was still a helpful appointment. All other suggested amendments had been included in the revised draft. The Board noted that the numbers had been changed to specify two student and two staff Members due largely to the fact that there were still two separate Student unions operating. The Student and Staff voice was considered important.</p> <p>The additions in paragraph 5.3 around monitoring local risks and considering apprenticeship provision and outcomes locally were discussed. It was noted that the formal college wide risk register was monitored by the Audit Committee and agreed that additional wording should be added so that the first point read 'monitoring local risks to be dealt with within the NCC risk structure and processes'. Members emphasised that there should not be any additional work for management but that the Havering section of the overall risk register should be seen by the Local Board.</p> <p>RESOLVED: The Local Board APPROVED the revised Terms of Reference as presented in the paper with the additional wording in paragraph 5.3 as stated above and requested that the Search and Governance Committee consider the revisions prior to recommendation to the Corporation.</p>
DISCUSSION ITEMS	
LB/20/69	<p>Review of local ambition, priorities, objectives and KPIs – draft statement <i>Paper: Review of Local ambition, priorities, objectives and KPIs</i></p> <p>The Chair reminded Members that the Local Board had adopted the NCC Strategic Intent document at the July meeting with the intention to agree local priorities, objectives and KPIs to sit beneath. The aim for the meeting was to identify those areas of strategic focus which were relevant to the remit of the Local Board. Once identified, the Principal would draft some specific Havering priorities, objectives and KPIs for discussion at the Strategy Session on 12th February. These would focus</p>

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	<p>discussion on the areas on which the Local Board could contribute and make a difference such as developing industry links and improving value-added at the sixth form.</p> <p><u>Students/Curriculum</u> - agreed that providing a best in class service for students at all levels and in all curricula was within the Local Board remit but that the intent to be Ofsted outstanding was not, although specific KPIs such as achieving ALPS Level 3 and considering what outstanding looks like was.</p> <p><u>Financial</u> – all sections within this strategic focus area were the responsibility of the NCC Board.</p> <p><u>Reputational</u> – agreed that both sections – to be a highly regarded partner for all stakeholders and to be the college of first choice were extremely important for the Local Board. It was noted that the partnership with local schools was unique and positive.</p> <p><u>Harmonisation</u> – the Local Board monitored outcomes and considered the curriculum which fell within this strategic focus area.</p> <p><u>Staff</u> – all sections within this area are the responsibility of the NCC Board.</p> <p><u>Estates</u> – although not a responsibility of the Board, Members welcomed the regular updates provided by the Principal which enabled the Local Board to feed into the overall estates strategy.</p> <p><u>Implementation of Strategic Intent</u> – agreed that the Teaching and Learning Lab and the Business Improvement unit did not fall within the Local Board remit but that the curriculum strategy and staff wellness did.</p> <p>ACTION:</p> <ul style="list-style-type: none"> • PW to bring the Havering priorities, objectives and KPIs, which sit beneath the Strategic Intent document, to the Strategy Session on 12th February for discussion.
LB/20/70	<p>Principal's Report <i>Papers: Principals Report October 2020</i></p> <p>Introducing the report, the Principal commented on an exceptional year including the release of A Level results with the algorithm applied which had then been withdrawn and reissued a week later as well as the late release of BTEC and other qualification results. This had, of course, been significant for students, their families, staff and college managers. There had been 276 appeals at the sixth form, mainly against A Level results, and 60 at the FE college which mainly concerned GCSE results. However only 15 were valid and all had been resolved. Members questioned why the appeals were valid or not and received further information from the Principal.</p> <p>NCC had made a policy decision to reopen all sites at the start of the autumn term in line with DfE guidance and the local and national COVID situation. Some students and staff were nervous but the majority were pleased to be back in college. A robust process was in place to manage cases but the need for contacts to isolate had caused some disruption. Across the Havering sites only one staff member had tested positive and a handful of students with none of the cases serious. Work was currently taking place to ensure that IT systems could cope with online learning should the decision be taken to close the colleges.</p> <p>The Assistant Principal informed Members that she had worked with managers across the Group to develop an online enrolment which had proved successful despite challenges. The Marketing and Admissions Teams within Havering had worked well together and it was noted that the marketing strategy in Havering was quite different to the rest of the Group with school liaison being key.</p>

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	<p>The number of 16-18 year olds enrolled was currently 2072 at the FE College and 2425 at the sixth form which was three below the 4,500 target but an increase of 3.3% on the previous year. Market share had increased by 1.45%. For adult learners, only 57.5% of the target numbers had been enrolled, however it was noted that this compared with the NCC Group and was the target for the year with many learners starting in January. Members noted that the number of 16-18 year olds in Havering had decreased in 2019, rising by 0.8% in 2020, 4.2% in 2021, 4.2% in 2022 and 4.5% in 2023. The Chair commented that this should be borne in mind in terms of capacity at the Havering colleges.</p> <p>Section 3 of the report gave a summary of teaching and learning during the lockdown period. Challenges around teacher's family commitments and knowledge of IT had meant that not all lessons were delivered live but the level of student engagement and staff upskilling had been particularly pleasing. The Principal confirmed that, should the college be required to close again, all lessons would be live and taught to the timetable. Responding to questioning, he confirmed that, in general, new staff had coped well and received a significant amount of staff development and support.</p> <p>Referring to the proposed end of free travel for 16-17 year olds, a Member questioned how the College would identify students who did not have a safe walking route which was one of the categories TfL had identified to be exempt. The Principal commented that the exempt categories were not yet confirmed and didn't seem to be particularly well thought through. Lobbying continued. The Chair asked the Student Members to report back any issues raised by students to the Board.</p> <p>The update on finances for 2019/20 showed that the overall financial forecast for the Havering Colleges was likely to be £0.2 million unfavourable against the budget. Given the circumstances, this was considered to be a strong financial position.</p> <p>The Principal confirmed that the final engineering student had still not made contact or accepted the offer.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> ● PW to continue to provide updates on the proposal to stop free travel for 16-18 year olds and any mitigating actions. ● AA and AF to report back to the Board on any issues raised by students in connection with the proposal to stop free travel. ● PW to bring a report on adult enrolment to the next meeting.
	<p>7.00 pm Before Sue Bannocks left the meeting, the Chair and Principal thanked her for her work and wished her well for the future. Catherine Foley joined the meeting.</p>
LB/20/71	<p>Review of Summer Results <i>Paper: Summary of Havering Results</i></p> <p>The Assistant Principal explained that, for academic courses, the process of assigning grades had been straightforward and robust. For vocational courses, it was more complex with a system of calculated grades and adapted or delayed assessments developed by the Awarding Bodies.</p> <p>At the GFE, the achievement rate, stated in the paper as 69.6%, was now 71.3% with over 500 students still with outstanding achievement. This included electrical and construction students who needed to complete practical assessments and online exams. It was noted that the current reported achievement rate was considerably below last year but would not be meaningful until assessments were complete. A final list would be brought to the next meeting. Questions were asked around lower retention rates shown at present for some exam types (e.g. ESOL) and it was agreed a final review would be undertaken at the next meeting. Overall retention, at 92.2%, had fallen by 2.6% from the previous year. Most of the reduction was likely to stem from the Covid closure in March. In answer to a question, the Assistant Principal</p>

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	<p>agreed that hotspots of lower retention would be analysable when the final course area/type analysis was presented at the next meeting.</p> <p>At the Sixth Form, the achievement rate for A level was 82.7% which represented an improvement but was still below the national and provider average of 83.1%. It was however noted that the Sixth Form was fully inclusive. Including all qualification types, the achievement rate was 88.7%. The achievement gap between male and female learners had increased to almost 2.5% and would be picked up in the Quality Improvement Plan. Retention, at 90.3%, had continued to improve. Members commented that retention rates, particularly for two year A Levels, had improved over the past three years but there was still a small gap to provider average for achievement (which incorporates the retention percentage) which should be focussed upon.</p> <p>Achievement rate and the percentage of high grades in GCSE English and Maths at both sites had continued to improve. Good practice was being shared and centralised managers appointed allowing for better collaboration and team support.</p> <p>The A Level value-added table on page 7 demonstrated the improvements across a range of subjects with only 2 achieving less than expected and 6 better than expected. Overall value-added was now 5, compared to 7 in 2018/19. In response to questions, it was noted that value-added was measured against the previous year's dataset nationally and therefore interpretations of this should be treated with a degree of caution. The Chair commented that, nonetheless, the improvements were in line with the Boards expectation following the measures taken to improve performance last year including improved assessment processes (based to a large degree on mock exams). As a consequence, the value-added score was a good indicator of progress despite the nature of ALPS tracking meaning that there would be significant inconsistencies in the following year.</p> <p>Members congratulated the Havering Colleges for the significant achievements, particularly in A Level achievement, value-added and English and Maths GCSE.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • PW to bring the final list of achievement at the GFE by course including ESOL retention which the Board noted appeared low compared to national comparisons.
	<p>7.30 pm Catherine Foley left the meeting</p>
LB/20/72	<p>Ofsted report on online learning and Ofsted survey pilot <i>Paper: Ofsted report on online learning and Ofsted survey report</i></p> <p>The Principal reported that Ofsted had carried out a review of online learning during June. There were no evaluative judgements or grading decisions as it was a research-based review, however some useful feedback had been received. Key themes emerging from the study were that both staff and students missed the social part of being at college and part of a community; students felt teachers had done the best they could to support them; and safeguarding and the support of vulnerable groups was strong.</p> <p>In early September Ofsted had carried out a pilot visit to review the work carried out to support the learning of students during lockdown and how the colleges were preparing for the return to study. Again, there were no evaluative judgements or grading decisions, but the feedback and processes were useful to help prepare for a full inspection. Feedback had been positive with several key messages identified.</p> <p>In both cases, NCC had volunteered to take part.</p> <p>The Board noted the report, commenting that it was good to volunteer and expressing pleasure at the positive outcomes.</p>

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LB/20/73	<p>Student Reports <i>Papers: GFE Student Union Report</i></p> <p>Referring to the GFE Student Union bank account, the Principal explained that this had resulted during the merger process where the Havering Colleges had been required to close down bank accounts and use the NCC Group process. There was no intention to control the Student Union budget and the situation had been resolved by providing a credit card connected to the budget. The Student Member for the GFE was asked to provide an update at the next meeting as to whether the new system was working. Members commented that it should be possible to pay a person not registered for tax purposes, perhaps by an ex-gratia payment. The Chair asked the Principal to look into this and report back to the next meeting.</p> <p>The Student Member for the Sixth Form explained that 10 lower sixth students had been assigned roles within the Student Council and the decision had been made to not have a President but to share the work amongst all the officers.</p> <p>The survey of upper sixth students at the Sixth Form was welcomed and Members discussed the relatively high number of students who had said they disagreed that the College had done enough to help make them feel safe on campus. The Principal explained that measures, in common with all NCC sites, were for everyone to wear face masks in communal areas and corridors, to keep moving, to keep left and to maintain distance where possible. Students were encouraged to arrive on site in time for their first lesson and to leave immediately after their last lesson to limit numbers of people on site. The furniture in the quad had been changed and was now single seat, exam style, seating which was used as a workspace rather than a social area. He added that the Colleges were following the same guidelines as schools with additional ventilation, space around teachers in classrooms, anti bac everywhere and consistent messaging. With few cases at the Havering campuses it appeared that this was working but some staff and students were anxious and would prefer distance learning.</p> <p>The Board acknowledged the excellent BLM work taken place and congratulated Garret Hill, Staff Member, for being asked to provide online training.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • AF to provide an update on the Students Union bank account at the next meeting. • PW to investigate the arrangements for paying people not registered for tax purposes and report back.
INFORMATION ITEMS	
LB/20/74	<p>Strategic Capital Projects Update</p> <p>The Principal explained that there were currently five active projects. The Newcourt refurbishment had been completed on time and on budget and included specialist facilities for SEND and Foundation students previously based at Quarles. Over the summer approximately £3m had been received from the Department for Education to carry out projects in year. The Atrium at the Wingletye Lane site had been identified as it had been leaking for several years. The works would include remodelling reception and the entrance to college.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • CH to circulate slides • PW to provide further update at November meeting

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LB/20/75	Governance Report <i>Paper: Cover Page and Report</i> Members noted the report.
LB/20/76	Updated Business Planner <i>Paper: Local Board Business and Agenda Planner for 2020/21</i> The Board noted the updated planner.
LB/20/77	Minutes of the New City College Corporation held in July 2020 <i>Paper: Draft Minutes</i> The draft minutes were noted.
LB/20/78	Member Reports There were no new Member reports.
LB/20/79	Any Other Business No items were raised.
LB/20/80	Date of Next Meetings: Local Board - 6 pm on Tuesday 10 th November 2020.

The meeting ended at 8.05 pm

Agreed as an accurate record of the meeting

Signed.....

Date: