

MINUTES OF THE HAVERING LOCAL BOARD

Date: 25th June 2020
 Venue: Remote – Microsoft Teams
 Time: 6 pm

Chair	Malcolm O'Brien (to item 6) Richard Bint (item 7 onwards)
Local Board Members	Adam Ashour, Richard Bint, Wendy Brice-Thompson, Teresa Esan, Neil Frost, Sam Gould, Peter Hart, Marilyn Hawkins, Garrett Hill, Brian Martin, Malcolm O'Brien, Dawn Samwell, Ian Scott, Paul Wakeling
Attendance and Quoracy	Meeting Quorate. 14 out of 16 Members present (88%)
Officers	Paul Nutter – Deputy Principal, Havering Colleges Suri Araniyasundaran – Deputy CEO, NCC Group
Head of Governance - Havering	Cathy Horne

Minute Ref	Item of business
PROCEDURAL MATTERS	
LB/20/41	Welcome and opening remarks The Chair welcomed Members to the meeting.
LB/20/42	Apologies for absence There were no apologies.
LB/20/43	Declarations of Interest Richard and Dawn - item 6 – appointment of the Chair and Vice-Chair; All staff - item 8 – Principal's Report which included a reference to pay.
LB/20/44	Minutes of the Havering Local Board held on 3rd March 2020 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.
LB/20/45	Matters Arising / Actions Tracker There were no matters arising from the minutes. <u>LB/20/33</u> – Risk Management was now centralised and, as such, the outstanding actions could be removed from the tracker. <u>LB/20/35</u> – Health and Safety – as above. <u>LB/20/07</u> – The curriculum plan for Havering, including HE, was part of the ongoing business of the Local Board and, as such, should be removed from the tracker. <u>LB/20/08</u> – National benchmarks for student progress would be included where possible. New software, installed across the Group, enabled outcomes and progress to be measured against DfE value-added norms. <u>LB/20/14</u> – the Health and Safety actions were either complete or ongoing and therefore removed from the tracker. <u>LB/20/15</u> – visits for NCC Governors to Havering sites had been postponed due to Covid-19. These would be rearranged. Agreed to remove from the actions tracker.

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	<p><u>LB/19/30</u> – work on tracking progress of the view in the staff survey that 'the College always does the best it can for its students' had stalled due to Covid-19. Agreed this would be rolled forward into the QIP and a revised date of 10/11/20 agreed.</p> <p><u>LB/19/33</u> – the final Engineering HE student had still not accepted the settlement and had not been in contact since January. The College would be writing to them and a further update brought to the next meeting. Agreed a revised date of 12/10/20.</p> <p><u>LB/19/33</u> – Student welfare and bursary funds were being equalised across the Group and managed centrally. Agreed to remove from the tracker.</p> <p><u>LB/19/34</u> – staff training in GDPR and Health and Safety was managed centrally using the online platform and it was therefore agreed to remove this from the tracker.</p>
DECISION ITEMS	
LB/20/46	<p>Appointment of Chair and Vice-Chair of the Local Havering Board <i>Paper: Appointment of Chair and Vice-Chair</i></p> <p>Following the decision of Malcolm O'Brien to leave the Board at the end of his four-year term of office, two Members had put themselves forward for the role of Chair and a ballot had been held. Teresa Esan had received 43% of the vote and Richard Bint has received 57%.</p> <p>Dawn Samwell had put herself forward as Vice-Chair. There had been no other nominations.</p> <p>RESOLVED: The Local Board APPROVED the appointment of Richard Bint as Chair and Dawn Samwell as Vice-Chair for a period of one year until the last meeting of the summer term 2021 or until a successor is appointed whichever is the sooner.</p>
LB/20/47	<p>Local Educational Character, Vision and Mission <i>Paper: Cover Page; New City College Strategic Intent 2020-25</i></p> <p>The Principal reminded Members that the Local Board (LB) had approved a Strategic Plan in September 2019 which was designed to bring together the two Havering Colleges in the initial period following merger. Since then, the New City College (NCC) Strategic Intent document had been approved and the two were not totally aligned, partly due to differing timescales. The Principal proposed that the LB sign up to the Vision and Strategic Priorities as laid out in the NCC Strategic Intent document. There would then be locally derived objectives, priorities and KPIs which would focus on meeting the needs of the local community, including local business. This would complement the NCC Strategic Intent document, sitting underneath it. It was agreed there would be discussion of the draft local priorities and objectives at the October meeting with approval in November.</p> <p>In response to questioning around the LB's critical role in the proposed independent curriculum review, the Principal explained that the curriculum for the following academic year was approved in the spring term and would therefore form part of the business at the autumn term LB meetings. Trevor Bolton had been appointed to carry out a review of HE provision and suggest an HE Strategy for September 2021 onwards and the Local Board would have an opportunity to input before the finalisation of this.</p> <p>RESOLVED: The Local Board adopted the New City College Strategic Intent 2020-25 document including the values and mission</p> <p>ACTIONS:</p>

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	<ul style="list-style-type: none"> • PW to bring a draft of the local priorities, objectives and KPIs to the LB meeting on 12th October 2020 for discussion. • LB to discuss the curriculum plan for 2021-22 including the external review of the HE Strategy in the autumn term.
DISCUSSION ITEMS	
LB/20/48	<p>Principal's Report <i>Papers: Principals Report June 2020; NCC A Level, GCSE and Access Calculated Grade Instructions; Practical Completion Numbers</i></p> <p>The report covered pay awards, calculated grades, practical completion, on-campus support, on-line learning, first year Level 3 learners and HE learners. The Principal welcomed questions.</p> <p>Members thanked the Principal and the management team, particularly commenting on the rigour of ensuring calculated grades were fair and accurate.</p> <p>The Principal confirmed that Safeguarding processes had been robust with clear guidelines and that counselling and mental health support had continued. Bursary payments had been paid and students supported locally as well as the Hope Fund which had given £150,000 to students in need across the Group. He agreed to bring a short report to the October meeting explaining how students access support and what is available both generally and during the lockdown period.</p> <p>Responding to questioning around accountability for apprenticeships and employer and student satisfaction, the Principal confirmed that, although it was managed centrally, a large proportion of apprenticeship activity was within Havering. He added that there would continue to be an annual employer engagement survey brought to the Local Board in the autumn term. Apprenticeship achievement and student and employer satisfaction would also form part of the Self-Assessment process in the autumn term. It was felt that whilst management of apprenticeship provision was centralised in NCC the LB had an important role in monitoring the scope and quality of the provision in Havering. This would be considered during the review of the Terms of Reference.</p> <p>Referring to the decision by the London Mayor to stop free travel for 16-18 year olds, the Principal confirmed that this was a major risk in terms of student numbers, particularly in Havering as the majority came by public transport. Any mitigation would be expensive and the London colleges were all lobbying to try to reverse the decision. The Principal was asked to provide an update at the next meeting.</p> <p>The Principal confirmed that there were two local MP's, Andrew Rosindell and Julia Lopez. Both were regularly contacted and Julia had spoken on the colleges behalf in debates. It was suggested that the relationship with local MP's could be developed as part of the work on stakeholder involvement and feedback.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • PW to bring a report on the support available to students to the next meeting. • PW to bring the annual employment engagement survey to the next meeting. • The Chair to ensure that issues of accountability around apprenticeships were addressed in the review of the Terms of Reference. • PW to provide an update on the proposal to stop free travel for 16-18 year olds and any mitigating actions.
LB/20/49	<p>Progress on the Quality Improvement Plan <i>Paper: Havering Colleges Quality Improvement Plan</i></p> <p>The Principal reminded Members that the Quality Improvement Plan (QIP) was originally derived from the Self-Assessment Report (SAR) and was used as a Key Performance Indicator (KPI) as well as a tool for driving improvement. Progress on some of the actions had been limited due to Covid-19 and, for the three red actions, there was no further evidence of improvement. However, it was anticipated that</p>

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	<p>overall outcomes would be at least as good as the previous year. Some of the major areas of concern, for example Engineering provision, had been resolved through management changes and the systems used to monitor progress were improving.</p> <p>The Principal confirmed that a student survey would launch the following week which would capture the learner voice around online learning and inform future delivery. He also drew Members attention to the June 2020 update at the back of the report. New City College had voluntarily engaged with Ofsted who had spent two days with the Havering Colleges observing online lessons and engaging with staff and students. Verbal feedback had been received and a written report would be received in the autumn and shared with the Local Board. Headline observations were that Safeguarding was a strength and there were many good lessons taking place but students and staff were missing social interactions.</p> <p>The low take-up of a careers interview from EHCP and LAC students was (14.4) was due to a different structure at the FE college where IAG had been provided through progress coaches. Management changes would improve this for 2020-21.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • PW to bring the Ofsted Report to the Local Board in the autumn
LB/20/50	<p>Student Report <i>Paper: GFE Student Union Report</i></p> <p>The Sixth Form Student Member commented that the transition to online learning had been mostly successful although the technology was not always reliable and not having face to face lessons had sometimes been a hindrance. The College Council had continued to discuss issues and surveys would be undertaken in the autumn to assess student views.</p> <p>The Board commented that the Black Lives Matter campaign was extremely important and wished to ensure that staff and students were supported. It was noted that a raft of actions were taking place across the Group including:</p> <ul style="list-style-type: none"> • an Anti-Racism statement which included an organic reading/resources list. • A short film to go alongside the statement, requested by the Student Union. • Time set aside at the staff development days on 8th and 9th July. • Work with an outside organisation to train students to be advocates for BLM which would ultimately lead to a Student led manifesto for change. • Development of the pastoral programme in the autumn. • A theme of the QIP for 2020-21 to improve racial justice. <p>The Principal was asked to bring a report to the next meeting detailing the ethnic and gender make-up of the College community including students and staff (identifying management level staff separately). The make-up of the Local Board was also requested with agreement that recruitment to the Board should actively focus on improving diversity. The NCC Search Committee would be considering diversity in terms of the Group Board at its meeting on 30th June</p> <p>It was suggested that there could be more collaboration with the Students Unions to encourage productive and open dialogue. The inclusion in the QIP was welcomed and the Principal was asked to ensure that racial justice was highlighted as a priority in the Havering Plan which would sit beneath the NCC Strategic Intent document.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • PW to bring a report to the next meeting showing staff and students broken down by ethnicity and gender • CH to bring a similar report for the Local Board • PW to include racial justice in the local priorities, objectives and KPIs.
LB/20/51	<p>Item withdrawn – Review of the Local Board Terms of Reference</p> <p>The item on reviewing the Local Board Terms of Reference had been withdrawn due to timing issues. The amended draft had been drawn up based on conversations</p>

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	<p>between the Chairs and Vice-Chairs of the Group and Local Boards in the spring term and would be considered by Search Committee on 30th June. The Local Board would be asked to consider the draft amended Terms of Reference over the summer and make any responses by email. A final discussion would then take place at the October meeting prior to approval at the October Local Board and recommendation at the Search and Governance Committee in October and approval at Corporation in November. The Board were informed that it was an opportunity to reflect on the work of the Local Board in its first year and to consider where the focus should be going forward.</p>
LB/20/52	<p>Annual Review of the Local Board Performance <i>Paper: Annual Review of Performance – Analysis of Responses Received</i></p> <p>The annual review had been largely positive but had highlighted one main improvement theme around the lack of business representatives on the Local Board. It had also shown that community engagement could be improved with better feedback with other stakeholders, such as the local community, parents and local politicians. Suggestions including termly meetings with employers to which Members of the Local Board were invited and feedback from the two Careers Colleges Boards were accepted along with the annual employer engagement report and appropriate appointments to the Local Board.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • PW to bring reports from the Careers Colleges to future meetings. • PW to consider termly meetings with employers to feed back on their experiences with Havering Colleges apprentices. • CH and RB to consider suitable methods for recruitment to the Board
INFORMATION ITEMS	
LB/20/53	<p>Governance Report <i>Paper: Cover Page and Report</i></p> <p>Members noted the report.</p> <p>Actions:</p> <ul style="list-style-type: none"> • CH to circulate dates of Local Board meetings in 2020-21
LB/20/54	<p>Finance Report <i>Paper: Income and Expenditure Accounts and Commentary – Period 9</i></p> <p>The Group Deputy CEO explained that financial systems were being integrated which would help with consistent reporting. As systems changed and budgets merged, there would be a move to an Income and Expenditure based report. Key changes since the previous report in March related to a fall in apprenticeship income as well as income from the nursery at Ardleigh Green, both largely connected to Covid-19. Overall there had been a direct effect on Havering of approximately £250,000 - £300,000 and, across the Group, over £1,000,000. Despite the shortfalls in income there had been some cost savings and the forecast was now £200,000 better than budget for the Havering Colleges. The intention was to set a break even budget for 2020-21.</p>
LB/20/55	<p>Strategic Capital Projects Update <i>Paper: Strategic Capital Projects Update</i></p> <p>The Board noted that the CISIC project was only slightly delayed and was moving ahead according to plan. The remodelling and refurbishment of the existing construction centre and plumbing annex would be ready by mid-September. It was anticipated that the Rainham land sale would complete soon and the new build would be open by mid-March 2021.</p> <p>There was now a focus on the decant of Quarles and the refurbishment of Newcourt which would take the Foundation students temporarily. It was confirmed that</p>

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	<p>parents of the SEND students had been kept informed and involved as much as possible in the redesign and refurbishment.</p> <p>It was expected that the agreements for the land sale at Ardleigh Green and the GLA funding agreement would be agreed by late July when planning permission would be applied for. Work at the site would probably commence around March 2021.</p>
LB/20/56	<p>HR Report – Staffing <i>Paper: HR Report – Term 2</i></p> <p>The Board noted the report.</p>
LB/20/57	<p>Member Reports</p> <p>Teresa Esan had met with Mark Smithers and the Careers Team in March. Significant developments had taken place since, including agreement to adopt the NCC Careers Strategy with an annex detailing the Havering approach. She welcomed the news that the CUBE Manager would have oversight of FE provision across the Havering Colleges, commenting that there were clear differences between the CUBE at the Sixth Form and the GFE careers provision. Some data around apprenticeship provision was not known by the team at the time but, again, good progress had been made.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • PW to bring the Careers Strategy including the Havering Annex to an autumn term meeting. • PW to bring the annual report on destinations and outcomes once available.
LB/20/58	<p>Any Other Business</p> <p>No items were raised.</p>
LB/20/59	<p>Evaluation of Meeting</p> <p>The Head of Governance stated that all Members would be asked to comment on their experience of the meeting and using Microsoft Teams the following day.</p>
LB/20/60	<p>Date of Next Meetings:</p> <p>Local Board - 6 pm on Monday 12th October 2020.</p>
LB/20/61	<p>Thank you and good byes</p> <p>Malcolm O'Brien thanked Members for their support over the previous year. The Chair individually thanked all retiring Members for their commitment, contributions and engagement.</p>

The meeting ended at 7.55 pm

Agreed as an accurate record of the meeting

Signed.....

Date: