

MINUTES OF THE HAVERING LOCAL BOARD

Date: 2nd March 2021
 Venue: Remote – Microsoft Teams
 Time: 6 pm

Chair	Richard Bint
Local Board Members	Adam Ashour, Richard Bint, Teresa Esan, Asmaa Foudal, Peter Hart, Marilyn Hawkins, Garrett Hill, Shan Islam, Kenye Karemo, Brian Martin, Dawn Samwell, April Saunders, Janet Smith
Attendance and Quoracy	Meeting Quorate. 13 out of 14 Members present (93%)
Officers and Attendees	Paul Nutter – Deputy Principal, Sixth Form Ian Budge – Deputy Principal, Ardleigh Green Gerry McDonald – Principal and CEO Paul Wakeling – Group Deputy Principal and Principal for Strategic Development (item 8 only)
Head of Governance - Havering	Cathy Horne

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PROCEDURAL MATTERS	
LB/21/01	<p>Welcome and opening remarks</p> <p>The Chair welcomed Members to the meeting, explaining that April Saunders was joining the meeting for the first time although she had been appointed in time to join the Focus Session. He also welcomed Gerry McDonald to the meeting.</p> <p>Members were informed that a list of ideas generated at the Focus Session would be circulated for Members to comment and add any missing priorities. The Principal would then generate some local KPIs for the Local Board for further discussion.</p>
LB/21/02	<p>Apologies for absence</p> <p>Apologies were received from Sally Miller.</p>
LB/21/03	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>
LB/21/04	<p>Minutes of the Havering Local Board held on 10th November 2020</p> <p><i>Paper: Minutes of the Havering Local Board – 10th November 2020</i></p> <p>The minutes were approved and would be signed by the Chair as a true and accurate record of the meeting.</p>
LB/21/05	<p>Minutes of the Special Havering Local Board held on 10th November 2020</p> <p><i>Paper: Minutes of the Special Havering Local Board – 10th November 2020</i></p> <p>The minutes were approved and would be signed by the Chair as a true and accurate record of the meeting.</p>
LB/21/06	<p>Matters Arising / Actions Tracker</p> <p>There were no matters arising from the minutes. Referring to the Actions Tracker, the Chair commented that several of the items (shaded green) could now be removed. Those which were not yet complete were considered:</p>

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	<p><u>LB/20/87</u> - the data for Foundation learners (GCSE not including English and Maths) and the breakdown of apprenticeship data were both considered group-wide. Data was covered in the QIP report (item 6). Members were asked to raise any additional concerns at that stage. There had not been a separate session on Careers at the Focus Session but wider discussion had taken place. Members were asked to let the Head of Governance know if anything extra was required. All items to be removed from the tracker.</p> <p><u>LB/20/90</u> - action plan relating to the National Student Survey outcomes would be referred to in item 8. Item to be removed although the Local Board requested updates through the Principal's report.</p> <p><u>LB/20/21</u> - the grade for apprenticeships in the Group SAR was a 3. Further information included in the QIP report (item 6). Item to be removed.</p> <p><u>LB/20/95</u> - the request for data to be broken down by campus and to include comparison data if possible would be referred to Peter Armah. Item to be removed.</p> <p><u>LB/20/52</u> – meetings with employers had been delayed due to COVID. Revisit after restrictions lifted.</p> <p><u>LB/20/57</u> – The Local Board would receive the annual destinations report at the next meeting.</p> <p><u>LB/19/33</u> – The final Engineering case was still ongoing. The case had been referred to the Office for Students. Agreed the item should be removed and any outcome reported to the Local Board in the Principal's Report.</p>
DISCUSSION ITEMS	
LB/21/07	<p>Progress against the Havering Quality Improvement Plan <i>Papers: Summary of the main issues; Quality Improvement Plans for Havering Colleges GFE and Sixth Form</i></p> <p>The Chair thanked the Principal for her paper which was clear and concise and followed up on the points raised by the Local Board. The Principal explained that there were separate action plans for the GFE and the Sixth Form which demonstrated actions taken and the impact made.</p> <p><u>Sixth Form</u></p> <p>In-year retention was very good. Some courses were underperforming and it was noted that monitoring of teaching and learning had been affected by lockdown. Regular monitoring meetings, led by the Deputy Principal, were taking place to review attendance, retention, progress data and student voice. Learning walks had not taken place but supportive drop-ins for online delivery had begun. The inconsistency between student satisfaction and results in one subject was discussed.</p> <p><u>Ardleigh Green and Rainham (GFE)</u></p> <p>Again in-year retention was very good. There were concerns around some curriculum areas which were detailed in the report. The achievement and attendance rates in English and Maths (Functional Skills and GCSE) required improvement but there had been some very good results in the November resits, particularly at Grade 4 and above, making it one of the best performing campuses in the Group. There were ongoing challenges around attendance, particularly amongst students on practical courses. All monitoring meetings were led by the Deputy Principal.</p> <p>Members noted that the current achievement rate for apprenticeships was 36% with 40 apprentices already completed and 111 leavers. 232 students were continuing with their programme and the current prediction was between 63% and 70%. The Principal confirmed that as many flexibilities as possible had been taken advantage</p>

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	<p>of but it had been a difficult year nationally for apprenticeships particularly those where a 'license to practice' element was part of the programme, e.g. electricians.</p> <p>Responding to questioning, the Principal agreed that the transition away from online learning would be critical with a focus on getting students back in to College and consolidating practical skills for students, particularly those on courses such as Hair and Beauty and Construction. An original target of 92% had been set for attendance but, in the challenging Covid circumstances, 90% would be a more realistic aim, although overall attendance for the Group was currently around 85%. Various actions were in place and an update would be brought to the next meeting.</p> <p>ACTION:</p> <ul style="list-style-type: none"> • JS to bring an update on attendance at the GFE to the next meeting.
LB/21/08	<p>Principal's Report <i>Papers: Principals Report March 2021</i></p> <p>The Principal Introduced her report which contained information on actions taken since the previous meeting, the new management structure, learner activity and progress and the local context following the consultation into the expansion of school sixth forms in Havering.</p> <p>Members were informed that there had been a management restructure across New City College (NCC). The changes meant that there was no longer a 'Havering Hub' and the two Havering campuses (the Sixth Form and Ardleigh Green/Rainham) had been uncoupled and were now part of the NCC's wider matrix system. Principals, alongside their responsibility for campuses, were also responsible for a number of curriculum areas across the Group and worked closely with Group Curriculum Directors within their particular areas. Local accountability was around the ethos and flavour of the campuses along with relationships with stakeholders. Course and curriculum accountability fell within the matrix management system across the Group. This meant that standards, expectations and quality should be the same whichever campus a student attended. Locally, Senior Curriculum Managers were in place to bring this to life on campus and be responsible for the day-to-day management. Responding to questioning, the Principal commented that the speed of consistency across campuses would vary depending on the type of issue but that many should be at that point within a year.</p> <p>Members noted that there was a desire locally for the campuses to keep their separate identities and, in response to questioning, the Principal confirmed that the public facing identity of the campuses did not change; with the matrix management structure, which drove curriculum and quality, being complementary to this. The Local Board would need to consider what information, particularly around quality, was received in future. She added that the discussion at the Focus Session, which had considered the key issues arising from the Strategic Intent document, the local priorities, ambitions and KPIs, had been critical to ensure that the Havering campuses remained an integral part of the local community.</p> <p>The Board welcomed the move to ensure quality and consistency across the Group.</p> <p>The Chair commented that the SAR in the autumn term had graded the GFE a borderline 2 and asked for any conclusions and trends to be brought to the next meeting demonstrating how much the impact of Covid had compared to ongoing issues.</p> <p>The Principal encouraged Members to watch the recording of the Student Awards which celebrated success and had been hosted in the recording studio at Ardleigh Green.</p> <p>Referring to Section 4.1 of her report, the Principal explained that NCC did not normally 'carry over' learners but that, due to delayed assessments, had decided to</p>

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	<p>do so this year. The risk was that any fails would impact on the current year rather than the year they were enrolled on. For the GFE, there were 65 learners considered to be at risk from a total of 164 carried over learners studying AAT and Construction. Should all of those at risk fail, the impact on course achievement was significant (-16% for AAT and -3% for Construction). She added that the impact on AAT Level 3 and 4 was a serious concern, particularly as it was already a low achieving qualification. For Construction, the impact was largely on the Electrical courses and the volume of students on these courses meant that the impact in percentage terms was not as high although individual students were still affected. Members noted that these were serious concerns and would appear in the SAR for 20/21 and asked for an update at the next meeting.</p> <p>Responding to questioning, the Principal explained that the Group Curriculum Director was working directly with the Senior Curriculum Managers. A tracking document for each learner, showing what was needed to achieve, was monitored regularly. Extra lessons had been put on and, for AAT, exams were available 'on demand'. Unfortunately, for 16 of the 38 students 'at risk' for AAT and 10 of the 27 'at risk' for Construction they were probably too far behind to catch up.</p> <p>Members commented on the conclusion of the Borough's Post-16 consultation which reaffirmed their commitment to the Havering Colleges and underlined the importance of engagement with the local community. Harris Academy in Rainham, however, had already had their proposal for a 6th form agreed by the Department of Education. This would open in September 2023 providing 400 places for A Levels and academic BTECs. The Principal commented that she did not feel this would impact on Rainham, which was a specialist college and centre of excellence. There was however a threat to the Sixth Form who would be in direct competition and this would need to be monitored.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • JS to bring an analysis of the impact of Covid compared to ongoing issues at the GFE in the SAR. • JS to bring an update on the 'carried over' learners to the next meeting.
	7.00 pm Paul Wakeling joined the meeting
LB/21/09	<p>Higher Education Strategy Review and Action Plan <i>Paper: HE Strategy Review</i></p> <p>The Group Deputy Principal and Principal for Strategic Development, Paul Wakeling, presented his report explaining that HE provision was well established at the GFE and important locally. Strengths were around Education, Health and Engineering and the main partner was the Open University (OU). The five-year review with the OU was due and NCC had taken the opportunity to look at the overall HE strategy. This had been supported by Trevor Bolton and the view was that it presented an opportunity to grow and make HE a meaningful provision, serving the communities of Havering and East London. There were currently 240 students on HE programmes, and an ambitious target had been set to reach 1500 students by 2026.</p> <p>Following a detailed process, a memorandum of understanding had been agreed with Bath Spa University to form a strategic alliance and partnership with them. Bath Spa were keen to work alongside NCC to develop degree programmes on a franchise basis, validate NCC HE programmes and work towards the launch of a possible Bath Spa/NCC University Centre at an appropriate campus in London, possibly Ardleigh Green or Hackney. Four programmes had been agreed with Bath Spa to begin in autumn 2021 with further programmes the following year.</p> <p>There were still students on OU programmes and the relationship with them would continue to enable students to complete their courses. It was noted that Rainham, as a specialist centre of excellence, provided an opportunity to relaunch HE and HNC provision in STEM subjects. There were also opportunities to launch HE provision</p>

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	<p>in Business and Sport and to target current students who want to stay local. Members were reminded that 50% of job opportunities in London currently required a degree and the proposal would help local young people achieve.</p> <p>In response to questioning about the viability of programmes with such small numbers, the Principal, Strategic Development, explained that some programmes were delivered together whilst others had been withdrawn. The review had considered viability and the view was that there needed to be expansion or to stop provision and the strategy aimed to achieve the growth required and to develop on an exciting opportunity.</p> <p>Referring to the Office for Students (OfS), the Principal, Strategic Development, explained that there had been two issues which had been raised by OfS. One was around the finances of the GFE College which had been resolved upon merger and the other was around the progression of students on some programmes. NCC had deleted some of the poorer provision and improved others and approval had been received. The full OfS action plan would go to the next Curriculum, Quality and Students Committee. The results of the National Student Survey last year had improved on the previous year but was still not good. The Chair asked for the NSS Action Plan to be brought to the next meeting so that the Local Board could be reassured given the quantity of HE provision locally. Anecdotally, there had been good feedback by students around the switch to online learning.</p> <p>Actions:</p> <ul style="list-style-type: none"> • National Student Survey action plan to be brought to the next meeting.
	7.25 pm Paul Wakeling and Kenye Karemo left the meeting
LB/21/10	<p>Student Reports <i>Papers: GFE Student Union Update; SF Student Council Update</i></p> <p>Asmaa drew Member's attention to the poster created to promote awareness and support student mental health across the NCC Group.</p> <p>The Deputy Principal, Ardleigh Green, explained that there would be a new structure for the Student Unions from September to ensure they were consistent across the Group. This would make it easier to hold meetings, work on joint projects and share good practice. It would also make it easier to filter and feedback the results of student surveys. The SU Plus scheme would also be considered as part of this.</p> <p>Members congratulated the Student Union on the work done supporting students, homeless people and the local community and questioned whether more could be done to ensure that positive messages were communicated outside of the college. The Chair asked for an action to be added considering how local social media could be used to enhance the reputation of the college locally.</p> <p>The Chair thanked Asmaa for an interesting report, detailing the excellent work the Student Union were doing.</p> <p>Action:</p> <ul style="list-style-type: none"> • Local Board and Student Union to consider how to engage more with local social media <p>Adam presented the Sixth Form update commenting that the College Council roles were now confirmed. There had been limited work carried out so far but this would commence once students returned to campus.</p> <p>He thanked Garrett Hill, Student Development Officer at the GFE, for organising and running the recent Campaign Collaboration event which had helped build relationships between the various unions and councils across the Group.</p>

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	<p>Green Week would take place w/c 22nd March and would enable students to decide projects and actions supporting environmental strategies. The Chair asked for a report back on this at the next meeting.</p> <p>The Chair thanked Adam for his report.</p> <p>Action:</p> <ul style="list-style-type: none"> • Adam to report back on progress with Green Week at the next meeting,
INFORMATION ITEMS	
LB/21/11	<p>Governance Report <i>Paper: Governance Report – March 2021</i></p> <p>It was noted that a written resolution had been passed confirming the appointment of April Saunders as a Co-opted Member of the Board. The appointment had also been approved by the Corporation.</p> <p>All Members were asked to complete the evaluation form for the Focus Session.</p> <p>APPROVED: The Board formally approved the appointment of April Saunders as a Co-opted Member of the Havering Local Board with effect from 1st January 2021 for a period of four year with a review after one year.</p>
LB/21/12	<p>Minutes of NCC Corporation Meeting on Tuesday 15th December 2020</p> <p>The Head of Governance informed Members that the minutes had not yet been approved but would be circulated by email as soon as possible.</p>
LB/21/13	<p>Member Reports</p> <p>There were no new Member reports.</p>
LB/21/14	<p>Any Other Business</p> <p><u>Support for New Students</u> April Saunders asked whether it would be possible to provide any additional support for Havering students in late June/early July to aid their transmission to level 3 study. The Principal and CEO commented that it may be possible to do something in early July once the current students had received all the support needed and all assessments were complete, however he cautioned against too high an expectation. The Deputy Principal, Sixth Form, added that reading lists and tasks were sent to all students applying for A Level and BTEC study at the sixth form and this would continue this year.</p> <p><u>Review of Local Board Direction of Travel</u> <i>Paper: Havering Local Board</i></p> <p>At the Focus Session on 12/02/21 the Chair had advised Members that the remit of the Local Board would be reviewed following the NCC management restructure and the publication of the FE White Paper which aimed to strengthen links between colleges and employers. A high-level paper had been put together and agreed by the Search and Governance Committee the previous week (<i>at this point, the paper was shared with Members of the Board</i>). He reassured Members that the work of the Local Board was highly valued by the Corporation and that the intention was to sharpen the focus with a strong perspective on local stakeholders, including employers, and the local community.</p> <p>Marilyn Hawkins, Chair of the Search and Governance Committee, confirmed that the aim of the review, to enable the Local Board to have an increased emphasis on stakeholders, was driven by internal changes and continuous reviews designed to ensure that NCC was demonstrating exemplary governance. Part of this was to be clear where accountabilities and responsibilities lie. For the Local Board it was</p>

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	<p>important that they were enabled to hear, respond and influence stakeholders and there would be an increased emphasis on this element. It was particularly important for the Havering Local Board because of the unique position of the sixth form, one of the biggest A Level providers in London. She commented that the recent Focus Session, as well as the one planned for May, were bringing the local voice in parallel with the work of the Committee but that this could be better connected.</p> <p>The Chair encouraged all Members to engage with the consultation, confirming that an email would go out in the next few days to gather views and set out the process for moving forward.</p> <p><u>New Members for the Corporation</u> Marilyn Hawkins explained that the Corporation would be looking to appoint new Members over the next few months and encouraged all Members of the Local Board to consider making an application. The Director of Governance would be emailing information to all Members shortly.</p>
LB/21/15	<p>Date of Next Meetings:</p> <p>Local Board - 6 pm on Monday 14th June 2021. Local Board Focus Session – 1.30 pm on Friday 7th May 2021.</p>

The meeting ended at 7.40 pm

Agreed as an accurate record of the meeting

Signed.....

Date: