



MINUTES OF THE HAVERING LOCAL BOARD

Date: 14th June 2021
 Venue: Remote – Microsoft Teams
 Time: 6 pm

Chair	Dawn Samwell
Local Board Members	Adam Ashour, 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. 12 out of 13 Members present (92%)
Officers and Attendees	Gerry McDonald – Group Principal and CEO Ian Budge – Deputy Principal, Ardleigh Green Phil Hall – Deputy Principal, Sixth Form
Head of Governance - Havering	Cathy Horne

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PROCEDURAL MATTERS	
LB/21/16	<p>Welcome and opening remarks</p> <p>The Chair welcomed Members, particularly Phil Hall, Deputy Principal at the Sixth Form, to his first meeting of the Havering Local Board. She commented that this would be the last meeting of the Havering Local Board under its current terms of reference. The Chair invited Marilyn Hawkins as the NCC Corporation representative and Chair of the Search and Governance Committee to say a few words.</p> <p>Marilyn reflected on her experience of being on the Havering Local Board since merger in August 2019, commenting on how impressed she had been to witness the willingness of all Members to recognise and adapt to the changing nature of the Board through the transitional and developmental phase. She added that the Local Board had been open minded and flexible in their support of the overall group in developing and demonstrating best practice and ensuring consistency whilst still maintaining their strength in learner focus and local connections. Going forward it would be those local connections which would be particularly important as the new Terms of Reference came into action. She commented that it was good to see how positive the new Principal was in maintaining local voice.</p> <p>Marilyn thanked and paid tribute to Dawn Samwell, Peter Hart and Brian Martin, who were attending their final meeting of the Local Board and had been Corporation Members of the former Havering Colleges, for their openness and willingness to support the transitional phase of the Local Board. She added that the Head of Governance, Cathy Horne, had received praise from Members, particularly around communication and ensuring they were fully supported.</p> <p>Summing up, Marilyn commented that a developmental and transitional phase could be extremely challenging, but she was impressed with how well it had been done. She confirmed that she would be interim Chair for a short period of time until a new Chair was appointed.</p>

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LB/21/17	<p>Apologies for absence Apologies were received from Sally Miller.</p>
LB/21/18	<p>Declarations of Interest There were no declarations of interest.</p>
LB/21/19	<p>Minutes of the Havering Local Board held on 2nd March 2021 <i>Paper: Minutes of the Havering Local Board – 2nd March 2021</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/21/20	<p>Matters Arising / Actions Tracker</p> <p>There were no matters arising from the minutes. Referring to the Actions Tracker, the Principal confirmed that all items were either complete and referred to in her report or were ongoing. All items would be removed from the actions tracker.</p>
DISCUSSION ITEMS	
LB/21/21	<p>Principal's Report <i>Papers: Principals Report June 2021; Appendix – National Student Survey HE Student Satisfaction Action Plan 2020/21</i></p> <p>Referring to section 1 of her report, the Principal explained that the destination report previously received by the Board no longer existed in the same format. The data showed a very positive story with 86% of students (Sixth Form) and 73% (GFE) having a known positive destination. Progression to HE was good, particularly at the Sixth Form where 93% of the 659 students applying were placed, with a significant number of students going to Russell Group universities. At the GFE 11% of students progressed onto apprenticeships or work which was good, particularly during the pandemic. In response to questioning, the Chair was informed that the 46% (Sixth Form) and 53% (GFE) of students returning to continue their study with NCC largely related to students progressing from one-year study to a level 2 programme or level 2 students progressing to level 3. A Member asked whether students had been adversely affected by the lack of exams and the method of assessment and was informed that there had been no noticeable impact with the numbers progressing similar to the previous year. The Principal agreed that the numbers of students going into work or apprenticeships were low, particularly at the Sixth Form, but it was a challenging environment and there had been a dip nationally due to the pandemic. A Member asked how the number of unknowns compared to previous years and whether they would be followed up. He was advised that students with an unknown destination were followed up as far as possible. The number of unknowns was in line with other campuses across the Group.</p> <p>Since the meeting in March, all learners had returned to campus. The approach to Covid testing had been comprehensive and well managed by the Deputy Principals. In response to questioning, the Principal confirmed that only a very small number refused a test and only 2 positive cases had been identified.</p> <p>Members were informed that there were some very positive stories from the recent learner voice focus groups. Feedback related to online learning as well as the return to the classroom with both the GFE and the Sixth Form rated 4, with 5 being the most satisfied. Both campuses reported that the application of the lateness policy was inconsistent which would be a key area for development in 2021/22.</p> <p>Members had requested that the NSS action plan be brought to the meeting to enable progress to be monitored. Appendix 1 showed the actions taken to address areas of concern and showed good progress. The Board were assured that the</p>

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	<p>effectiveness of the actions were judged via the college quality assurance processes and monitored through the HE Committee.</p> <p>The Principal reminded Members that several learners on AAT and Construction courses were 'carried-over' into 2020-21 due to delayed assessment for practical subjects. This was not normal practice but due to the exceptional circumstances it had been agreed to give students the best chance of achieving. There had been slight movement since the last meeting but there were still 35 students likely to fail which would impact on whole college achievement. She confirmed that the situation was regularly monitored at SMT with a key lesson not to carry over learners.</p> <p>Attendance at the Sixth Form had been maintained at 90% during lockdown with a slight decline to 87% since the return to campus. At the GFE, attendance had declined from 85% before lockdown, to 80% online engagement. Since the return to campus, 80% attendance had been maintained. Poor attendance was followed up and was in line with the previous year. Members noted the excellent attendance at the Sixth Form for the GCSE English and Maths exams (98%) and A Levels (99%).</p> <p>There was no concern regarding retention rates which were in line with both national rates and the other NCC campuses as well as being similar to previous years. The concern that the return to campus might result in students deciding not to continue was unfounded. It was noted that retention at the Sixth form was impacted by two-year courses but was above national rates and similar to Atlee.</p> <p>The Principal informed Members that all campuses were in the process of determining Teacher Assessed Grades (TAGs) and Qualification Teacher Assessed Grades (Q-TAGs). Robust and consistent processes were in place across the Group and the Curriculum Quality and Students Committee would receive a detailed report to provide assurance. Grades would be sent to awarding bodies at the end of the week. For courses where students needed to complete all of their assessments in college due to it being an Industry License to Practice course (e.g. hairdressing, construction and electrical engineering), the academic year had been extended by three weeks to allow students as much time as possible to complete practical work. These students had also come in during the Easter and half-term holidays and the Board asked for their thanks to be passed on to the staff recognising the extra input they had made to facilitate this.</p> <p>Referring to the progress against the campus Quality Improvement Plans (QIP), the Principal explained that the separate reports identified actions and impact against key areas of concern. The Local Board had monitored the QIPs at every meeting and this final report allowed Members to see the results prior to the Local Board moving away from monitoring the QIP. Members were reassured that the QIPs would continue to be monitored rigorously by the Curriculum, Quality and Students Committee.</p> <p>The Principal informed the Board that a 16-year-old student at Rainham Campus had been fatally stabbed. Safeguarding officers were working in liaison with the police and local services to help identify the perpetrators, some of whom were ex-students. The girl friend of one of these is a current student and is being supported by college staff. Support and counselling had been provided for all staff and students affected by the incident.</p>
LB/21/22	<p>Student Voice including feedback from the LOOP survey <i>Paper: Student Voice Report – June 2021</i></p> <p>The report provided a snapshot of the learner voice since the last meeting, including the LOOP report feedback and the recent teaching learning and assessment learner voice survey.</p>

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	<p>The LOOP survey, conducted by Leaders Unlocked, teaches students the skills to provide constructive and solution focussed feedback. Across the Group, the results were positive with work experience, catering and links with community and business the lowest rated areas.</p> <p>The Deputy Principals took Members through the specific feedback for the Havering campuses as detailed in the report. Members were informed that students at the Sixth Form would like to see more connections to real world employers, opportunities for the future and support with finding work experience. Both the Sixth Form and the GFE had expressed a wish for additional social space. The Chair commented that it was good to see that the need for social space had been picked up as well as the need for sports and leisure facilities at the GFE.</p> <p>The Teaching, Learning and Assessment Learner Voice Survey asked students to comment on their experience of face-to-face teaching during the period 27/4 to 7/5. Overall responses across the Group were positive (4.04/5.00), however the return from the Sixth Form was rated the lowest (3.98) and also had the lowest number of responses. The GFE returned the best rating (4.06) and also the highest response rate in the Group.</p> <p>The end of year survey had been extended for an additional week to allow time for more students to participate. The response rate was particularly low for the Havering campuses and the Deputy Principals were taking action to improve this by targeting staff and students in areas with a low response. Additional learner voice meetings had also been arranged at the Sixth Form with the Principal and Deputy Principal. Staff and Student Members commented that students at the Sixth Form could feel the survey was too generic and didn't really apply to them and agreed that speaking directly to the staff and students in areas of low response was a good way to increase responses.</p> <p>For 2021/21, the Havering Student Union would be re-launched in line with the NCC model to ensure consistency across the Group. The structure would ensure there were good channels of communication between students and senior management. There would also be an improved learner voice process at the Havering campuses involving course and departmental representatives and regular learner voice forums allowing every group of students the opportunity to bring their voice. In response to questioning, the Deputy Principal, Ardleigh Green, confirmed that there would be a separate Student Union at the Sixth Form and potentially one in the future at Rainham if the campus grew in accordance with its growth plan. The new constitution would be in place for September.</p> <p>Responding to questioning, the Deputy Principal, Ardleigh Green, explained that the different methods of feedback provided a mechanism for different levels of detail with the LOOP survey providing rich feedback, whilst the Student Union / Council could be asked for more detail on issues such as safety on campus.</p>
LB/21/23	<p>Student Reports <i>Papers: Sixth Form Student Council Update; GFE Student Union Update</i></p> <p>Adam Ashour presented his report which provided an update on the work of the Student Council at the Sixth Form. He confirmed that the NCC Green Day was taking place the following day (15th June) and that it was good to see how quickly progress had been made, alongside the events which would make up the day. The Chair asked Adam for a written update on the event which would be circulated to all Members of the Local Board.</p> <p>Asmaa Foudal, presenting her report relating to the work of the Student Union at the GFE, thanked the Board, commenting that she had enjoyed being part of it. She also thanked Janet and Ian for their ongoing support.</p>

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	<p>Both students invited questions on their reports. The Principal informed Members that the Safeguarding video produced by the Student Union at the GFE was excellent and would be used across the Group to raise awareness. The Deputy Principal, Ardleigh Green, added that some excellent work had been carried out by the students and they had worked well throughout the merger period, collaborating with the other Student Unions. He added that the Students' Union Variety Awards had been held at the GFE for many years, recognising students who had shown an improvement in their studies, were inspirational or who had triumphed through adversity. Campuses across the Group would now hold Campus Awards with the winners going through to the NCC Awards evening and the Student Union had played a big part in deciding who should be put forward.</p> <p>The Chair and other Members of the Local Board thanked the Student Members for their valuable contributions.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Adam Ashour to provide an update on the NCC Green Day to the Head of Governance who would circulate it to all Members of the Board. • Asmaa Foudal to forward the Safeguarding Video, made by the Student Union at the GFE, to the Head of Governance for circulation to all Members.
LB/21/24	<p>Local Priorities, Objectives, Ambitions and KPIs <i>Paper: Focus Session: group outcomes – February 2021</i></p> <p>Introducing the report, the Principal reminded Members that she had led a session at the Focus Day in February which considered the local priorities, objectives, ambitions and KPIs. The paper showed the outcome of those discussions which included activities the Local Board could get involved with going forward as well as the focus of the Local Board. The list was not exhaustive and the Principal asked Members to suggest anything they felt was missing.</p> <p>The Chair commented that many of the comments attributed to one campus could in fact be applied to other Havering campuses. Referring specifically to Ardleigh Green, she added a suggestion for bullet point one and an additional point regarding SEND students. The Principal agreed that SEND provision was a real strength, adding that NCC were investing in state-of-the-art facilities. The Principal reminded Members that the paper was a starting point and there were lots of opportunities for the Local Board to add value. She commented that the list of ideas specific to the Sixth Form lacked ambition and there was plenty more that could be done whilst still retaining the character of the sixth form.</p> <p>The Deputy Principal, Sixth Form, informed Members that the Stakeholder Group at the Epping Campus was a very effective forum for community and local employers, enabling them to contribute and enrich the learner experience. Some of the benefits included work experience and industry placements and guest speakers at events. It also led to other collaboration such as the college car park being used to provide free car parking for the local Covid vaccination centre. A new Next distribution centre was being built close to the College so offering a logistics course as part of the curriculum offer was now being considered. The Stakeholder Group at Epping was growing and developing under the new Deputy Principal, Sue Clark, and continue to help and support the campus ethic and development.</p> <p>The Principal commented that part of the work of the Local Board could be similar to that of the Stakeholder Group at Epping which would help ensure that the Havering Colleges remained a valued part of the community rather than part of a large college group as well as providing valuable links to local stakeholders.</p> <p>Responding to a question from a Member about the next steps and the opportunities to widen the remit of the Board, Marilyn Hawkins explained that the</p>

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	<p>revised group would meet in the autumn term and that the paper would provide a helpful backdrop. Additional local and employer expertise would be brought into the Havering Board, ideally before the next meeting. In response to a Staff Members request that the Local Board continued to value input from staff who were also important stakeholders, Marilyn Hawkins commented that whilst there had been significant discussion about retaining learner voice, the Corporation and the College also acknowledged the huge contribution made by the Staff Members. Members were reassured that the methods of obtaining the staff voice would be robust and the Principal would ensure that it was heard by the Local Board. Marilyn thanked both Staff Members for their valuable contribution to the Havering Local Board.</p> <p>Actions:</p> <ul style="list-style-type: none"> • CH to add '/employers' after the first bullet point 'Create a community college which serves/works alongside the local community'. • CH to add to Ardleigh Green 'Become the college of choice for SEND students by creating a state-of-the-art facility and continuing the excellent work carried out by the Havering Colleges'.
LB/21/25	<p>Governance Report <i>Paper: Governance Report – June 2021</i></p> <p>The Head of Governance commented that the diversity data showed that younger people were under represented on the Local Board whilst gender and ethnicity were well balanced. Members also noted that attendance at meetings at the time of writing the report was 98% and all Members had taken part in other activities connected to the Havering Colleges throughout the year. The Chair welcomed the excellent commitment and contribution of all Members adding that attending events was really helpful to gain further insight.</p> <p>Marilyn Hawkins asked all Members to consider whether they knew of any local employers or ideas for community links to enhance the work of the Havering Board from the autumn.</p> <p>Action:</p> <ul style="list-style-type: none"> • Members to forward any suggestions for new Members of the Local Board to the Head of Governance.
LB/21/26	<p>Annual Review of Local Board Performance</p> <p>The Chair explained that an annual review of performance against the Terms of Reference was good governance practice. However, as the Local Board had been continuously reviewed since merger and was in the process of a further change, making it more outward facing, the recommendation from the Director of Governance was to have an open discussion instead, considering how the Local Board had supported the Corporation throughout the year and how it would add value in 2021-22.</p> <p>Performance of the Havering Local Board in 2020/21</p> <ul style="list-style-type: none"> • Excellent attendance and commitment from all Members who, individually, support the Havering Colleges in various ways in addition to their Board role. • At each meeting of the Curriculum, Quality and Students Committee, the Chair had welcomed reports from the Local Board showing that quality had been considered in detail. • The local curriculum, student attendance, retention and achievement were monitored regularly and thoroughly. • Having local stakeholders on the Board had been particularly helpful when considering the local landscape. These local connections were a real strength of the Havering Local Board.

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	<ul style="list-style-type: none"> • The Student Members were excellent in both their engagement and reports and the Board had maintained a real strength and focus on supporting learners. • The Focus Day in the spring term was felt to be particularly helpful, allowing Members to discuss key issues in more depth. • Flexible approach in developing and demonstrating best practice and ensuring consistency for the benefit of the NCC Group. • The willingness of all Members to recognise and adapt to the changing nature of the Board since merger in August 2019. <p>The Chair welcomed views from Members on how it felt to be a part of the Havering Local Board and if there was anything which could have improved the experience:</p> <ul style="list-style-type: none"> • Praise for the way induction was handled in difficult circumstances. • Thanks for the on-going support from the Head of Governance. • Weekly emails very helpful to build up an understanding of the sector. • Thanks for a warm welcome to the Local Board from everyone. • A request for site visits when possible. • To be provided with more detail on the Havering campuses and courses. • A list of acronyms to be provided. • Some social occasions to allow Members to get to know each other. • More opportunity to speak directly with students and staff. • Maintain the hybrid model to enable maximum participation. • Continue with the format of the Principal's report which was very helpful. • Consider whether there were any ways to reduce the amount of paper whilst still having the same level of impact. <p>For 2021/22 Members agreed that the Local Board would continue to support and add value to the Corporation by focussing on engagement with local stakeholders, including schools, employers and the community. The new Terms of Reference would enable the Local Board to be part of the next exciting stage, strengthening local partnerships and ensuring the curriculum meets the needs of 16-18-year olds as well as employers in the local area.</p>
INFORMATION ITEMS	
LB/21/27	<p>Strategic Capital Projects Report <i>Paper: Strategic Capital Projects Update</i></p> <p>The Chair welcomed the progress on the Rainham project, commenting that she had been a Member of the GFE Corporation when the project started and was leaving as it was handed over. The Group Principal and CEO added that the project was at the practical completion stage, and it would be a fantastic facility. The £15m cost had included refurbishing the existing building. A bid had been submitted to the DfE for match funding to enable the relocation of Motor Vehicle to Rainham. There had also been good progress on the Ardleigh Green projects with the planning application for the repurposing of the car park expected soon.</p>
LB/21/28	<p>Minutes of NCC Corporation Meeting on 30th March 2020</p> <p>The Head of Governance informed Members that the minutes had not yet been finalised but would be circulated by email as soon as possible.</p>
LB/21/29	<p>Member Reports</p> <p>Shahnawaz Islam informed Members that he had worked with students on the Aiming High programme offering support and advice to students regarding HE and</p>

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	<p>apprenticeships. Further consideration would be given as to how this could be replicated and scaled across the Group.</p> <p>Kenye Karemo reported on the BHRUT online Careers Conference which had been attended by students from the Havering Colleges. The keynote speaker was from the University of East London and the focus for the session was considering what a career in the NHS looks like. She added that there was space and scope for mutual dialogue, exploring what employers are looking for and how this could be developed locally. She added that there was the potential for more focussed work next year, perhaps mentoring students and providing role models.</p> <p>Action:</p> <ul style="list-style-type: none"> • Kenye Karemo to forward the NHS virtual goody bag to CH for circulation to all meeting attendees.
LB/21/30	<p>Any Other Business</p> <p>Commenting on how much she had enjoyed the experience of sitting on the Local Board, the Chair thanked the Principal and Deputies for their clear and concise reports. She thanked all Members but particularly the Staff and Students for their reports, insights and questioning, particularly commenting on the professionalism of the Staff Members. Referring to the Head of Governance, she emphasised how important the role of the Governance Professional was in supporting the Chair, Principal and Board and thanked her for her continued support. Finally, she wished the Board and the College every success for the future.</p>
LB/21/31	<p>Date of Next Meetings:</p> <p>The calendar of meetings for 2021/22 to be approved at the Corporation in July.</p>

The meeting ended at 7.40 pm

Agreed as an accurate record of the meeting

Signed.....

Date: