

LEWISHAM SOUTHWARK COLLEGE BOARD

OPEN MEETING HELD ON TUESDAY 18 DECEMBER 2018

S253 - SOUTHWARK

Meeting commenced: 17.30hrs

Meeting ended: 20.00hrs

PRESENT

Nigel Peet	Independent Member
Dr Elaine Hawkins	Independent Member
Lekhnath Pandey	Independent Member
Ade Adebambo	Independent Member
David Wilson	Independent Member
Cllr. Kieron Williams	Independent Member
Kass Stone	Staff Governor
Tony Lewin	Executive Lead

IN ATTENDANCE

David White	Deputy Principal
Pete Phillips	Director of Quality, Teaching and Learning
Adam Fahey	Director of Learning
Mark Russell	Director of Finance
Michael Gayle	Head of Finance and Estates
Steve Wallis	NCG Director of Quality
David Balme	Director of Governance, Assurance and Risk
Chris Payne	Interim CEO

1 APOLOGIES FOR ABSENCE

Apologies were received from the Chair, John Litchfield, Members Cllr Hilary Moore and Kate Shoemith and Governors appointed Nigel Peet as Chair for the meeting.

2 CONFLICTS OF INTEREST

Members and staff were reminded of the need to declare any personal or financial interest in any item to be considered during the meeting.

None declared

3 MINUTES OF PREVIOUS MEETING 30 NOVEMBER 2018 AND MATTERS ARISING

The Minutes were agreed as a true record and there were no matters arising

AGREED

4 REGISTER OF BOARD ACTIONS

The Chair fed back on the Governance Conference which was held on 29/30 November in Newcastle. The Chair stated that Lewisham and Southwark Colleges had been well represented with 6 Governors attending.

Governors that attended agreed that they felt the conference was very positive and that it felt as though their concerns were being addressed and that real progress was being made.

One member stated that it was clear that other colleges had the same concerns and that it had been a good opportunity to meet Governors from across the group and share ideas. Governors felt that there had been valuable input from Sir Frank McLoughlin and the Chair of NCG Corporation Peter Lauener.

During the conference it was suggested that another conference be held in the summer (possibly June) and it may be hosted at Southwark or Lewisham College – or if not possible, at least in London somewhere. The Exec Lead confirmed this was already being followed up.

The Director of Governance, Risk and Assurance advised that the next step was to circulate a draft presentation from the conference, including all videos and power-point presentations and then to look at mapping the Terms of Reference for the college boards. It had been agreed to start looking at mapping in terms what was required at NCG Board, what could be delegated to local Boards and up to CEO and then form the Terms of Reference for NCG Board and local Boards. The end procedure will be a structured diagram showing responsibility and lines of communication of Governance across the group.

The Director of Governance, Risk and Assurance advised that there will be opportunity for further discussion on how this can be rolled out to Colleges.

Members agreed that this was a nice series of steps in right direction

5 PRINCIPAL'S REPORT

The Exec Lead updated Governors on recent activity in Lewisham and Southwark Colleges.

He advised that the enrolment position is above where we planned to be with regards to 16-18 provision and that we will continue to recruit adults throughout Jan/Feb/March to ensure we meet our AEB target.

The Exec Lead stated that Directors are currently looking at additional AEB provision and are currently working on a bid for the GLA/AEB tender which could potentially bring in £4.8 million Adult funding over 4 years and that the deadline is Friday 21 December.

The Exec Lead referred to the curriculum update and asked the Director of Learning to report on the recent meetings with Lewisham Secondary Head-teachers. The Director of Learning stated that the meeting was well attended and that the College had met with Lewisham Borough reps earlier in day and

that this had been referenced in documentation circulated at the meeting, which came as bit of surprise to the Secondary Heads. The College is extending our offer for local schools to work with us – and the next meeting is in Spring 2019.

The Exec Lead stated that this is a significant step forward and that the Director of Learning had attended the Southwark Task and Finish group looking at sector specific participation – a paper is due to come out 22 Jan 2019. This looks at sector specific offers and the College has made good inroads into this, various chairs of meetings have sent updates. The Exec Lead stated that this was a good step forward in re-engaging with Boroughs and that it will be a fundamental part of the new Principals' roles that they meet contacts in their relevant Boroughs to work on shaping curriculum.

The Exec Lead advised that the Lewisham Principal will start on 4 February 2018 and the Southwark Principal will start on 4 March 2019.

The Exec lead advised that the curriculum offer for 19/20 had been mapped in June by Heads of Department, a brochure is already in place and available and that the curriculum planning process is looking at 3 year trajectory.

Members asked how the College will align the curriculum to the local skills need and it was agreed that there was a need to constantly review the offer. The two new Principals will need to look at local LMI and amend the curriculum accordingly.

NCG CEO advised the group that in his meetings today with both Principals, he had advised them that if they could identify any 'quick wins', this would be accommodated, but mostly they would be looking to shape the curriculum for 2020/21 although the Director of Learning advised that the timetabling structure commences in April and there will be time to amend it later to accommodate curriculum need.

One member asked for an update on what we were doing with the HE offer, the Exec Lead stated that we are currently reviewing this and have been liaising with colleagues in NCG who have good knowledge of HE. They have looked at our current HE offer and identified it is not recruiting well and must not be correct therefore we need more information about what is required locally. The Head of HE has worked with colleagues to commission a local company to do some Market Research commencing in January 2019. The Exec lead advised that the 16-18 progression we had planned for, had not happened, there had not been progression from level 3 to HE and we had not had any external interest in the HE offer. We need to look at what is required locally and address it, once it has been reviewed it will be presented to Governors at a future meeting.

One member raised her concern that we may not have anything in place by September 2019 as it will take time to market the offer and raise the profile of the College for this provision. The Exec Lead agreed and stated that we hope to have the current offer for 2019 but that realistically 2020 is more likely for a broader HE offer, although he added that no HE courses have been removed from the curriculum offer.

One member suggested we look at roles outside the box, particularly in ancillary Science area and also in retraining adults who want to get back into certain areas. Cyber security courses are another area worth looking into as these roles are bound to grow in the future. The Director of Learning agreed to investigate these options.

The Exec Lead referred to the HR statistics in the report, he noted the higher number of employees is due to 27 temporary members of staff being moved onto permanent contracts – all roles are now filled.

The Exec Lead advised that as part of the follow up to the UCU agreement he was chairing a review to introduce pay increments for LW/SW/NCL teaching staff, a working group has commenced, looking at how to progress this. A proposal will go to NCG Board on 5 Feb re. teachers / support staff roles.

The Director of Quality reported on new mentoring programme – 44 new teachers have been supported and Staff Development linked to the 12 TLA Principles has been undertaken. 117 lessons have been observed through learning walks

Staff Development sessions have been delivered on a number of themes that have come out of the learning walks and the team feel they have a really good handle on where development is needed. The team are progressing with the required staff development.

One Governor stated this was very welcome information and that she feels confident that this support is focussed in the right places to improve things but that a little more data would be useful to give more insight into this. The Director of Quality will provide this at future meetings.

The staff Governor reported that he felt that in general staff were much happier with learning walks and he felt that the observers get a more realistic picture of what is really going on in the classroom, but that some of the cross college staff development needed to be honed a little to tailor to the needs of the unique specific areas, particularly English and maths. This was acknowledged and the board were made aware of the current and future development in this area.

The Exec Lead advised Governors that ‘Stormzy’ a well known local rapper had recently visited the College and that the talk he gave to students had been very empowering and inspiring.

One member suggested that it would be useful to have some kind of report that shows staff development input verses output versus previous years – so we can measure whether what we are doing is working. The Director of Quality agreed to produce this for the next meeting.

The Director of Quality advised that the first tranche of training has been carried out and we now need to get staff involved in learning walks. He suggested governors can also be involved in the next round of learning walks and documentation will be along the lines of ‘this is what was identified two months ago – this is what has been put in place – see how its working’. The Director of Quality will send learning walk dates to Governors.

One member asked if there was any peer observation of areas out of staff comfort zones and the Director of Quality advised that HoDs are doing peer observations of areas they have no subject knowledge of.

The NCG Director of Quality Assurance agreed that the process has good pace and is making good progress and that the 12 TLA principles are being addressed. The Director of Quality will send Governors copies of the actions from learning walks.

Members raised concern at the attendance rate - 81% – and asked what is being done about it. The Exec lead stated the current weekly rate is nearer to 84% not 81% and that the NCG Director of Quality Assurance has been reviewing this today. The Exec Lead advised that staff are contacting students, parents/ carers, all of which can be evidenced. There is a lot of work going on behind the scenes to tackle this. The Deputy Principal stated that in his experience attendance in other London colleges is at a similar rate – 82/83% persistent absence at secondary level in London boroughs meaning that some learners are coming in with low expectations.

The Exec Lead reminded Governors that although attendance is not good, achievement is very good and that actions being taken to mitigate this, with follow up activities for sessions that are missed and incentives to attend such as free breakfasts for students, help with travel and other expenses.

One member stated that we keep returning to concerns in the English and maths area and asked what is being done to address the issues, it had been suggested that there be some sharing of good practice with others in the division who have good attendance at English and maths and she enquired if this had taken place. The NCG Director of Quality Assurance responded that the area with the best attendance in group was Newcastle Sixth Form college which is slightly different, but that there are other plans in the pipeline for visits with other large colleges with good provision.

The Director of Learning advised the group that the Head of maths and some of her team are going to visit Dudley college in January to look at practice there.

Governors stated that it was good to hear that progress is being made and asked if the issue where some students were unhappy with the classrooms that sessions were run in had been resolved and the Director of Learning advised that all Construction students now have their sessions at Lewisham, not Deptford. The staff Governor added that in his opinion, there are a percentage of students who refuse to take part in English classes.

Governors asked for a monthly review of attendance to ensure it is on the right trajectory and the Director of Quality agreed to produce this and The Exec Lead suggested that learning walks and attendance would be put on the agenda and relevant staff would be invited to present.

Governors thanked the Exec Lead for the update and NOTED the report

QUALITY PERFORMANCE MONITORING REPORT

The Director of Quality presented the College SAR and advised that it had been reviewed at Group level on 23 November and judgements had been agreed and now brought to the Board for approval.

The Director of Quality advised that for Learner outcomes Lewisham and Southwark Colleges would be in the top four in London, although it now looks like Lewisham may be number one and Southwark will be in the top four and still 89.5% which is above national average.

The Director of Quality advised members that the Ofsted visit had given the College a steer on adult provision showing it as 'good' and found study programmes required improvement and as we have 80% adult provision.

The Director of Quality advised members that as part of the Quality assurance review, we had a consultant from Exeter College who came in and observed some lessons, mainly study programmes and she saw some good and RI (Requires Improvement) teaching, but it has been agreed that we need to get someone in to look at Adult provision to confirm that it is as solidly good as we believe.

One member stated that it is clear that learning walks are taking place and it appears that they are effective, but Governors need more data around both 16-18 and adult to be sure.

The Chair pointed out that page 4 was confusing as it looked as though there were conflicting grades, although the RI relates to NCG, it was not made clear – need to look at college based grades and see data for whole Group as it is not useful this way.

The Director of Quality advised that all grades are combined into one NCG judgement and that this was difficult for all, including Ofsted, to identify each divisions profile but consultation is in place for campus based inspections in the future.

The Chair asked if the Quality team were clear on what needed to be addressed and it was agreed that they were and that the QIAP clearly outlined actions required. The Chair also asked if the front cover picture of the Atrium could be revised and the Director of Quality agreed to change this.

NCG CEO advised the group that during the Ofsted feedback for Lewisham Southwark College, Adult / ESOL / High Needs came out as good, we think 16-18 scored RI as there had been mixed feedback.

The NCG Director of Quality stated that the SAR is means to end, however the current system does not allow groups to be recognised properly – but helps identify where self-development is needed. Group QA is working on this and hopefully going forward, curriculum based inspections will show that we have robust systems in place.

The Director of Quality stated that the 'big six' issues mentions student progress and we have made huge process, we now collect Qualifications on entry and we can show clear progress, targets are based on qualifications on

entry and lowest target is a merit. We are significantly ahead of where we were last year with more work under way to challenge students compared to when Ofsted came in.

One member suggested that when presenting this evidence in the SAR it would be helpful to Governors to have a useful narrative in the first paragraph stating why the grade is good. This isn't always consistent across the report.

The NCG Director of Quality Assurance advised members that they plan to have impact statement at start of every section – outlining why the grade has been graded as outstanding, good or RI and what is being done to drive it up if necessary. The lines of enquiry need to be refined to ensure that Governors firmly fix on the '12 steps' and there will need to be a regular slot on College Board agendas so that this can be rigorously checked.

The Director of Quality and Group Director of Quality Assurance will refine the summary points then bring to College Board for approval – then overall Group SAR will be produced - overall NCG SAR will be collection of all the SARs and will be a public document.

One member referred to page 18 points 12.6 and 12.7 and stated that these are not actions but statements and would like this amended – the Director of Quality agreed to do this.

The Chair suggested that if any Governors notice any points that they would like amended – they should email the Clerk or the Director of Quality directly.

The Director of Quality will take feedback and re-draft the SAR accordingly, but judgements will remain as stated here.

Governors APPROVED the overall Grades of the College SAR subject to amendments discussed

6ii

GOVERNORS SAR

The Chair referred to the draft Governors SAR in the packs, this is a work in progress and has been written for last Academic year as a transitional year and they have listed areas of strengths and areas for improvement and asked for feedback on whether all agree or would like amendments.

The Director of Quality stated that he felt it was a good document and that it was imperative that Governors are effective in challenging college managers and we need to look at increasing impact and asking challenging, critical questions.

The Director of Governance, Assurance and Risk advised members that this document will form part of the whole governance SAR which informs training and development of Governors. He added that a survey has gone out to all members of NCG Corporation asking for their knowledge base in certain areas which will show where there are skills shortages.

One member stated that this was a good idea, but was more of a skills update, whereas this Governance SAR was intended to be more evidence based which would stand up to scrutiny for Ofsted. The Director of

Governance, Assurance and Risk agreed that this was important and would be underpinned by training.

One member suggested that skills gaps could be filled by recruitment of Governors with relevant expertise and the Director of Governance, Assurance and Risk advised that an advertisement is out for NCG governors, should be on College websites and asked for any recommendations to be put forward.

Governors will complete their SAR in the New Year and bring to next meeting.

6iii STUDENT ATTENDANCE ACTION PLAN

The Director of Quality presented the report which included a summary action plan including attendance and details around Student At Risk panel. He added that attendance is increasing which is rare, so shows that initiatives in place are having an effect.

One member referred to past issues re unmarked registers, where teachers had reported system difficulties and asked if this has been addressed. The Director of Quality advised that this had been a small number of teachers and that this had been addressed, there had been one or two issues where withdrawals had not been processed giving a negative register mark, but this has all now picked up and addressed.

The Director of Quality advised that new 'authorised absence' attendance mark used across NCG had been adopted to bring us in line with NCG policy.

Members raised questions about this change to register marking and were reassured by the NCG Director of Quality Assurance that this mark is only used for very specific reasons, only 4 occasions, including driving test, consultant appointment and that it was not a positive mark, it just did not show up as a negative mark for learners and therefore will not affect bursary payments or travel card costs.

One member asked about the 78 students who appeared not to have attended English and maths sessions and what strategies were in place to ensure they engage and are able to catch up.

The Director of Quality advised that HoDs are meeting with these students, arranging extra sessions, setting targets and also senior managers have met with students to try to encourage them to attend and engage and also informing them that if they do not attend their English or maths sessions they will have to be withdrawn from their whole course.

Progress Boards had flagged up some of these issues and reports from these Boards will be brought to the next meeting of the College Board for information plus a more detailed explanation of initiatives in place.

Governors thanked the Director of Quality for the information and NOTED the report

7 FINANCE UPDATE

The Director of Finance presented the Q1 forecast stating that the strong 16-18 recruitment was keeping us on track. AEB funds are down by £500k – but AEB recruitment is continuing.

Cost savings in staffing area have been made, but additional costs for the two new Principals will need factoring in. Also the UCU increment settlement figure added £170K. There are risks in a few areas – AEB and Apprenticeships require increased recruitment in the early part of the new year and the College will need to retain 16-18 learners.

The Exec Lead advised that the budget is slightly less in deficit than we anticipated, so as a going concern we are hitting quality and finance issues now which we should be pleased with.

Governors asked if AEB targets were realistic and the Exec Lead advised that at that point there are already 280 students registered to enrol on new ESOL courses in the new year.

Governors thanked the Director of Finance and NOTED the report

8 SAFEGUARDING UPDATE – DECEMBER 2018

The Deputy Principal presented safeguarding report, there have been 17 safeguarding incidents to date – no new referrals to social care in November, but in total 9 referrals

The Deputy Principal advised that concern had been raised at last meeting around staff feeling safe in College, he advised that many initiatives have been undertaken, he had sent an all staff email advising staff of initiatives in place, security now have mobile phones, more Duty Manager training has been carried out and is planned, Safeguarding training is to be rolled out in January 2019.

The Staff Governor stated that staff are happy that things are being addressed and things are moving in the right direction, but that it is important that the 'little things' e.g.; wearing of hoods, hats, lanyards and use of mobile phones are addressed regularly by all staff as consistency will help to keep things on track.

The Director of Quality stated that an external consultant who recently visited the College stated that she was impressed with the student behaviour she saw and was impressed that they were wearing their lanyards. The Director of Quality also advised Governors that although there were a large number of suspensions, very few were excluded and 90% come back on programme.

Governors thanked the Deputy Principal for the information and NOTED the report

9 ANY OTHER BUSINESS

The Chair asked the Head of Facilities if there had been any reduction in use of plastic in the College canteens. The Head of Facilities stated that he is in liaison with the catering company and would send details to Governors. He also advised that there had been more recycling and that they had now started food recycling

Cllr. Williams asked members if a summary of the Southwark Skills Strategy would be useful. Members agreed it would be and Cllr. Williams agreed to circulate this at the next meeting.

10

DATE AND TIME OF NEXT MEETING

Tuesday 22 January 2019 – Lewisham College – B6

All meetings commence at 17.30hrs