

# Southwark College Board Meeting 1 July 2020



## Southwark College Board Meeting

Draft Minutes of Meeting held on 1<sup>st</sup> July 2020 – 4.00pm – 6.00pm

Details			Attendance		
Full Name	Position	Initials	Attended	Apologies	No Attendance
Cllr Stephanie Cryan	Chair of College Board	SC	X		
Dr. Elaine Hawkins	Vice Chair of College Board	EH	X		
Annette Cast	Principal	AC	X		
Ade Adebambo	Independent Governor	AA	X		
John Jeffcock	Independent Governor	JJ	X		
Sinead O'Sullivan	Independent Governor	SO		X	
Damien Williams	Support Staff Governor	DW		X	
Luisa Saunders	Academic Staff Governors	LS	X		
Amir Javadi	Student Governor	AJ	X		
<b>Visitors/ Presenters</b>					
David Balme	Executive Director Governance, Assurance & Risk	DB	X		
Mark Hillman	Vice Principal	MH	X		
Abida Umarji	Head of Student Services	AU	X		
Scott Peasey	Head of Quality	SP	X		
Liz Bromley	CEO NCG	LB	X		
Chris Payne	Deputy CEO NCG	CP	X		
Nicola Taylor	Clerk NCG	NT	X		
	Observer				
Trish Dodds	Minutes	TD	X		

\*Attended for part of the meeting (if required).

### 1. Governor Training – not applicable

### 2. Meeting Administration

#### 2.1 Opening of Meeting and Welcome

The Chair opened the meeting and welcomed all

#### 2.2 Apologies for Absence

Apologies were received from DW. Apologies were accepted. The Chair noted that the meeting was quorate.

#### 2.3 Declarations of Interest

No new declarations of interest were reported.

#### 2.4 Review of Minutes from the Previous Meeting – 20 May 2020

The Board reviewed the minutes of the previous meeting and agreed that these were a true and accurate reflection. A copy will be signed in person when we meet in College as this was a virtual meeting.

#### 2.5 Matters Arising

Parent Dashboard to be arranged with new Head of MIS

GDPR training to be arrange with new Head of MIS

### 2.6 Governor Link roles

AC gave a brief overview of what is required. At the previous meeting it was discussed that link governors would be rolled out at Southwark and paperwork was circulated after the meeting.

AC advised that we must have a safeguarding link governor

DB advised that paper circulated, is summary of how other colleges are managing link roles.

It was agreed that JJ will be link Governor for Careers and that we are looking to recruit new Governors who will be linked to Safeguarding, Equality and Diversity and curriculum areas and that meetings have been scheduled in the next few weeks for DB, SC and AC to meet prospective new Governors and up updates will be brought to the next meeting.

EH advised that curriculum links will be very useful, but close relationships can be formed with curriculum areas in the interim until we have a full co-hort of Governors and can look at the wider remit.

JJ asked that managers in the College drive this behaviour – schedule meetings etc. AC agreed that this will be the case.

The Board agreed the process and updates will be brought to next meeting.

### 2.5. Black Lives Matter

AC read out a statement relating to Black Lives Matters.

All agreed it was a good statement.

EH stated that she felt curriculum be the focus.

SC suggested that we need to look at Governor representation and its diversity and it was agreed that this be considered when recruiting new Governors to the Board.

SO asked if the College has some positive stories to tell regarding outcomes for students in BAME communities.

AC agreed to send details to Governors

SO asked for details around risks of unconscious bias and whether any training has been carried out around this. AC advised that some training is being planned for staff on this and Governors will also be invited to take part. This is a whole group initiative.

AC advised we are looking at Investors in Diversity kitemark.

SC will send details to all regarding Southwark Council's Litany events around education.

The Board agreed to look at representation of Equality and Diversity Committee and the CEO advised that NCG as a whole are reviewing E&D Strategy across the Group.

LS enquired about promotion of Diversity and Equality in teaching and learning.

MH responded that resources being used are being reviewed wherever possible and staff are promoting and showcasing the work of those from Diverse areas.

The Board agreed to send back some detail and then attend a meeting to discuss.

### 2.6 Register of Actions

MH presented the update on the HE Improvement Plan, and noted the following points: CPD is being moved to online, not intending to recruit to HE in next year, but to focus on Access courses and look at this the following year.

Assessments with Greenwich University and Canterbury Christ Church are underway and being managed well

This is on schedule to be completed.

The Board noted the report.

## 3 Regular Reporting

### Agreed

#### 3.1 Principal's Report (including local relationships and mandatory training)

AC advised that the College reopened on 22 June and thanked Estates staff for their work in ensuring that the College could open and was Covid secure.

AC advised that enrolment would commence face to face next week and that online enrolment would commence from August.

Planning for September are that some remote learning will continue to allow for social distancing.

We have held virtual Open Days which have been very well received and will continue in the future.

We are planning a virtual College Development Day for Friday 10 July and training is planned for teaching and support staff. There are external facilitators and we hope to end the day with a fun quiz.

We are planning a virtual Student Awards ceremony on 8<sup>th</sup> July so that students can say farewell to peers and tutors.

16 July will be NCG Excellence Awards and will be a virtual showreel to celebrate all staff and students across the group.

Strategic Plan on the Agenda, meetings have taken place to re-shape this and we have decided not to significantly change in light of Covid, but to refer to it.

Enrolment planning will take place in July and August.

Progression is significant compared to last year – currently 76% and rising.

New HR Business Partner in place and beginning to work with staff and manage recruitment, lots of vacancies as we have decided not to use recruitment agencies any more.

EH would like a little more clarification on enrolment – concerns around online enrolment – AC explained that there was a tight timetable to ensure this would happen, but assurance from CEO was that a new \*\*\* was recruited and is responsible for ensuring that this will happen. The CEO assured the Group IT will be ready to roll out to all colleges across the group in time for enrolment.

SO asked about delivery for 2021 and if there are any programmes that cannot be offered due to Covid and also, is there a plan if further lockdowns are put in place.

AC advised there is a plan, we are able to deliver a lot of our curriculum remotely and we have put 20% as minimum on all level 2 and level 3 courses. There are practical

elements of some courses e.g.; Science, Dance that have to be done in College, but this can be managed by bringing in 50% of students and streaming to others on rotation basis., but in the main access to resources and kit is our priority and Group have ensured that kit and data plans are available to allow remote learning.

The Board thanked the Estates Team for the work they have done to ensure the College is Covid secure.

The Board thanked AJ the Student Governor for his support throughout the year.

The Board thanked the Principal and noted the report.

### 3.2 Strategic Plan

AC went through the Strategic Plan outlining changes that had been made following a review meeting with Governors on 23 June.

EH suggested that any further suggestions be sent to AC before it is sent to Marketing to be turned into a leaflet.

AC advised Board that we are also planning a shorter document outlining headlines, for students as well as an Action Plan which will regularly go to SLT and NCG for review.

Some discussion around the key objectives and possible changes to them, particularly the last two KPIs and how to quantify.

Comments from CP and DB on the chat function to be considered.

AC agreed to review this.

The Board agreed to sign of the draft Strategic Plan and for it to be amended and come back to the Board in September before going to NCG Board.

### 3.3 Finance Report

Deferred to later in meeting

### 3.4 Academic Quality Report

SP went through the report and advised that in some areas remote lessons were better well attended than face to face

SP outlined plans for English and maths, looking at 3 streams from September.

1<sup>st</sup> Stream students to re-take in November

2<sup>nd</sup> Stream students to undertake 1-year course re- sitting in June 2021

3<sup>rd</sup> stream – offer GCSE over 2 years, take GCSE at end of first year, but then continue to attain higher level

3<sup>rd</sup> virtual learning environment – working with staff around Teams platform and with Basingstoke College of Technology

Discussion around GCSE re-sits – any GCSE resits will need to be taken at centre where original session taken.

SO asked how confident the team are around results when audit comes into effect. SP advised that staff graded students based on 3 common assessments – these

meetings were all recorded and sent to NCG for review and checked by the Director of Quality there.

Issues for next year would be around ensuring that learners may join the College with a grade 3 but will have missed a large part of the course, are given additional support and teams are working to address this.

The Board thanked SP for his report and noted the report

### 3.5 Management Accounts

NP presented the Management Accounts and noted that the Ebitda was £185k favourable. From next month reports will be against Q3 update.

Favourable income of £164k

Pay costs favourable variance as have been prudent. Potential £50/100k by end of July.

£52k additional spend re. Bursaries but offset.

### 3.6 Budget presentation

AC and NP went through key actions – staff utilisation 97%

Creating our own agency – recruiting our own hourly paid staff – no agencies.

Meeting regularly on minimum class size and clear robust financial modelling.

Curriculum managers to pick up some teaching

Some aspects of courses being taught together – e.g.; Research for all Access courses.

NP gave update on Q3 position - £72k favourable to Q2

There is opportunity for further savings as this is only to date.

Adjusted model assumes we can make stated savings.

£50/100k can be potentially saved on pay costs.

Looking at splitting employability and apprenticeship team

Looking at central tutorial model

Assistant Principal being brought in

Particular focus on 16-18

Looking at NEETS in partnership with Borough

Cross College hub and spoke modes for Access courses

176 applications for Access to Nursing

Looking at changing some awarding bodies

Inclusion of industry and extended work placements.

£2million growth in revenue

£650k favourable movement on agency and being put into payroll.

Key ratios are comfortably within NCG targets

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SOUTHWARK  
COLLEGE



Departmental Analysis – targets set and reached in all departments  
Risks are mainly Covid related, but being tracked  
Largest risk is recruitment.  
No additional costs build in for staffing  
Additional Estates cost for cleaning  
PPE is held at NCG  
Risk of second wave of Covid – big impact on numbers – particularly IELTS

The Board thanked NP and approved the report.

The Chair had to leave the meeting and handed over the Vice Chair, another member had to leave and the meeting then became inquorate so the items needed to be carried forward.

The Fees Policy to be circulated for approval

Governors to make notes on Board packs against remaining items. See separate notes.

Remaining items to be deferred to next meeting.

DB suggested a meeting take place between DB, AC, SC and EH

The Fees Policy was circulated for approval and was approved by the Local Board

### Date and Time of Next Meeting – 30 September 2020

A handwritten signature in black ink, appearing to read 'Stephanie Cryan', with a long horizontal line extending to the right.

Signed:

Name: Stephanie Cryan

Date: 30 September 2020