

# HAVERING COLLEGES



## MINUTES OF THE HAVERING LOCAL BOARD

Date: 31<sup>st</sup> January 2022  
 Venue: Remote – Microsoft Teams  
 Time: 5.30 pm

<b>Chair</b>	Shan Islam
<b>Local Board Members</b>	Sam Chilton-Cox, Michael Jones, Charlynn Koranteng, Janet Smith
<b>Attendance and Quoracy</b>	Meeting Quorate. 5 out of 8 Members present (63%)
<b>Officers and Attendees</b>	Gerry McDonald – Group Principal and CEO Ian Budge – Deputy Principal, Ardleigh Green Phil Hall – Deputy Principal, Sixth Form Jamie Stevenson – Group Director, Apprenticeships and Business Development Richard Surtees – Group Executive Director, Curriculum Development (items 6-8 only) Euan Courtney-Morgan – Group Director, Capital Projects (item 13 only)
<b>Governance Professional</b>	Cathy Horne – Head of Governance, Havering

Minute Ref	Item of business
<b>PROCEDURAL MATTERS</b>	
LB/22/01	<p><b>Welcome and opening remarks</b></p> <p>The Chair welcomed new members, Charlynn Koranteng, Sam Chilton-Cox and Michael Jones, to their first meeting of the Havering Local Board. He also welcomed college staff in attendance and thanked them for their reports.</p> <p>The Chair set out the purpose of the Local Board, commenting on the need to add value to the Havering Colleges, to be outward looking and think strategically about partnerships and to meet the current and future needs of the local community, being aware of both demographics and aspirations. He reminded Members that the Havering Local Board did not have a governance function which was the responsibility of the New City College Corporation.</p> <p>He noted that whilst this meeting had remained online, following its postponement in the autumn term due to the arrival of Ofsted, all future meetings would be in person at one of the Havering campuses. The Chair congratulated the College on the Ofsted outcome, which had graded the College as Good in all aspects of its provision, noting that this had been against a backdrop of particularly tough circumstances as a result of the pandemic.</p> <p>The Head of Governance confirmed that the Corporation had approved the appointment of Shan Islam as chair of the Havering Local Board at it's meeting on 4<sup>th</sup> November 2021.</p>
LB/22/02	<p><b>Apologies for absence</b></p> <p>Apologies were received from Marilyn Hawkins.</p>
LB/22/03	<p><b>Declarations of Interest</b></p> <p>There were no declarations of interest.</p>

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LB/22/04	<p><b>Minutes of the Havering Local Board held on 14<sup>th</sup> June 2022</b>  <i>Paper: Minutes of the Havering Local Board – 14<sup>th</sup> June 2022</i></p> <p>The minutes were approved and would be electronically signed by the Chair as a true and accurate record of the meeting.</p>
LB/22/05	<p><b>Matters Arising / Actions Tracker</b></p> <p>There were no matters arising from the minutes. Referring to the Actions Tracker, the Head of Governance confirmed that future meetings would be held in person, subject to any Covid restrictions, and visits to the campuses would be arranged.</p>
<b>DISCUSSION ITEMS</b>	
LB/22/06	<p><b>NCC Strategic Intent – an Overview</b></p> <p>The Group Executive Director, Curriculum Development, gave a presentation on the curriculum review process and initial findings. A final report would be provided in May. The review was looking at the full range of the curriculum offer, across all ages, courses and campuses with a view to ensuring New City College was prepared for the future and able to meet the needs of learners and the community. A key target was to reverse the decline in enrolment, particularly at Ardleigh Green, with a full analysis being part of the review. Digital Skills had been identified as an area with huge potential growth with the possibility of offering a full programme at Ardleigh Green. Green tech was also an area of growth, particularly at Rainham with motor vehicle and construction services.</p> <p>In terms of industry placements and work experience, members were informed that significant preparation took place in advance. Most vocational programmes included a unit preparing students for work and, wherever possible, this was taken before the work experience or placement took place. Employer feedback, intervention and support were always welcome and extremely helpful. This could include taking part in employability weeks, careers events and mock interviews, as well as offering placements. Referring to the skills required to work from home which more employers required as a direct result of the pandemic, the Principal, Havering, reported that Essential Digital Skills had been embedded across most of the adult provision and had enabled learners to move into digital work. The Group Director, Apprenticeships and Business Development, explained that virtual work experience in the first lockdown had worked very well and had been praised by Ofsted in an earlier review. There had, however, been a decline in available apprenticeships in IT as employers were expecting employees to work from home more.</p> <p>The Board noted that New City College offered short employability courses for adults as well as upskilling programmes and worked alongside the local Job Centres. Many of these were held in the evening or online. Access to HE courses had declined significantly in numbers and the current review of HE nationally would impact locally. A Member mentioned returner programmes being run in her own workplace and offered to explore any possibilities for joint working.</p> <p>A Member commented that it was important that the information gained from the Local Board was used, adding that there were skills gaps in engineering which needed to be addressed. The Principal and CEO pointed out that the Havering Local Board would be very important going forward as it provided the information about skills gaps and industry trends, allowing the College to act quickly and respond to demand rather than be supply led. He added that the labour market was difficult now, particularly for adults, but that he hoped this was a short-term problem.</p>
LB/22/07	<p><b>Ofsted Report</b>  <i>Paper: Final Ofsted Report – December 2021</i></p>

Horne, Cathy  
 22/09/2022 11:34:17

Minute Ref	Item of business
	<p>The Principal, Havering, informed members that she was delighted with the outcome of the Ofsted report which had graded every aspect as Good. Particularly pleasing was apprenticeships which had struggled previously. She drew Members attention to the first paragraph which stated: <i>'Learners and apprentices thrive in the supportive and friendly environment created by staff. As a result of what they have been taught by teachers, most learners and apprentices know more and can do more. They develop new knowledge, skills and behaviours that prepare them well for their futures.'</i></p> <p>All areas identified for improvement were already known about.</p> <p>In response to a Members question about morale, the Deputy Principal, Ardleigh Green, commented that, whilst some students were on roll because they had nothing else to do, many were pleased to be in college, studying for exams after two disrupted years and being in a supportive environment where they had a purpose and could build social skills and resilience. The Principal and CEO commented that New City College had been one of the first to bring students back, aware that the lack of structure was impacting on mental health. This was a big issue nationally and there was support in place for both students and staff. Staff morale was good and staff retention had held up well.</p> <p>The Chair asked about the reference to extra-curricular activities and timetabling, and was informed by the Deputy Principal, Sixth Form, that this was not a major issue although it did happen on occasion due to the tight timetabling of some A level and BTEC programmes. It was being looked at to see what could be done.</p> <p>Members were informed that the 14-16 provision in Havering was two-fold: school links where a subject was not available in school, such as motor vehicle or construction; and home learning support for subjects with specialist facilities or equipment, such as creative arts and engineering. There were plans to develop this provision, which currently had approximately 50 learners, as there was a gap in the market. It would not, however, become a Pupil Referral Unit (PRU).</p>
LB/22/08	<p><b>Skills Gaps, Industry Trends and Developments</b></p> <p>The Principal, Havering, commented that this had been covered in the discussion following the presentation but would be a standing item at each meeting. Members were asked to think about their own workplaces, and others they had knowledge of, to help refocus the curriculum, ensuring that the Havering Colleges met employers and student's needs.</p>
LB/22/09	<p><b>The Curriculum Offer at the Havering Colleges</b>  <i>Paper: The Curriculum Offer at the Havering Colleges</i></p> <p>The Principal, Havering, explained that, across the three Havering sites, there was a wide academic and vocational offer. The sixth form, at Wingletye Lane, had a mainly academic curriculum consisting of a very broad range of A level subjects as well as BTECs in a number of specialist areas. It was one of the largest sixth forms, in terms of breadth of the offer, in the Country. Students typically studied three A levels or their equivalent. Ardleigh Green, had a wide range of qualifications and levels from entry level through to HE, catering for 16-18, adults and 14-16 learners. Rainham was a specialist campus offering a full range of construction, engineering and building services qualifications to both 16-18 and adult learners. It was anticipated that motor vehicle would move to Rainham from Ardleigh Green, thus consolidating all engineering provision onto one site.</p>
LB/22/10	<p><b>Community Engagement Report</b>  <i>Papers: Ardleigh Green and Rainham Report; Sixth Form Report</i></p>

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	<p>The Deputy Principal, Ardleigh Green, reported that the campus had continued to be proactive in the local community, with events and meetings being held. Engagement with the local police was good. The issue in late 2020 had resulted in negative PR and increased concerns from the community, students and parents. It was also likely to have had a negative effect on recruitment. However, since then, the student survey showed that students felt safe and the recent community meeting had not been well attended, likely to be a good sign, and had focussed on campus works and land disposal rather than student behaviour. There were less students on campus now that engineering and construction had moved to Rainham. One concern was that the memorandum of understanding between the College and Havering Youth Offending Service needed revisiting as there was a lack of information sharing which meant it was harder for the College to keep students safe. A meeting had been scheduled. The Chair commented that he had attended the community meeting following the serious incident referred to, adding that the College had been very effective in demonstrating their commitment and engaging with the community.</p> <p>Members were informed by the Deputy Principal, Sixth Form, that there had been significant work with the local schools, with both himself and the Ardleigh Green Deputy attending transition evenings which had helped to re-establish the relationships with schools and re-assure parents about the status of the Sixth Form and its offer. Both he and the Principal, Havering, sat on the Havering Learning Partnership which consisted of all the Havering secondary schools. Through this forum the ongoing discussions about local schools starting 6<sup>th</sup> forms, partly as a result of parent pressure, was monitored. Various community events had been supported, details of which were in the report. Regular 'staying safe' days were held and supported by the local police.</p>
LB/22/11	<p><b>Strengthening our Local Partnerships</b></p> <p>This item was taken as part of the previous one.</p>
LB/22/12	<p><b>Enrolment and Marketing Report</b> <i>Paper: Enrolment Report</i></p> <p>The Principal, Havering, explained that numbers at the Sixth Form (2264) were in line with previous years and just below a very challenging target of 2374. However, 16-18 numbers at Ardleigh Green had seen a significant drop with 1225 learners against 1509 in 2020/21 and a target of 1491. It was noted that more young people had progressed to school 6<sup>th</sup> forms, partly due to inflated GCSE grades and the effects of the pandemic with parental pressure also playing a part. Reputational issues were a concern and it was a priority to rebuild relationships and reconsider the offer.</p> <p>The Principal and CEO explained that New City College had formed a strategic partnership with Bath Spa University, adding that there was a very crowded HE market in London with many universities opening London campuses. The College planned to refocus its offer and aimed to be more inclusive.</p> <p>The Principal, Havering, welcomed the expertise of members, commenting that the views and contacts that the Local Board could provide would help the College to move forward, refresh and refocus. She welcomed any approaches which could then be directed to the appropriate team.</p>
LB/22/13	<p><b>Havering Colleges Property Development Update</b> <i>Presentation: Capital Projects Havering Campuses 2021-23</i></p> <p>The presentation by Euan Courtney-Morgan, Group Director, Capital Projects, showed how the three Havering Colleges campuses would be developed to deliver better provision for students, staff and the wider community. The £15m Rainham refurbishment and redevelopment project had been completed in August 2021 and</p>

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	<p>provided state of the art facilities and was a centre of excellence in London for construction, and potentially for motor vehicles with a focus on electric vehicles.</p> <p>The Ardleigh Green project was live with a phased masterplan approved in principle. GLA match funding of £7.5m had been granted, giving a total budget of £15m. The project enabled rationalisation and modernisation of the site with new SEND facilities. Part of the plan was to sell some land for a care home and 3 residential plots. The Principal and CEO commented that the Board should be aware that there was potential for public concern but that the reasons for selling the land were sound, enabling the college to improve its facilities and be fit for purpose.</p> <p>The site at Wingletye Lane was dense with high numbers of students and good use of space. There were however, several temporary buildings which could be replaced. Initially the plan would be to build Berners Lee 3 and relocate Performing Arts. Match funding of £8m had been applied for from the Department for Education with a decision expected imminently.</p>
<b>INFORMATION ITEMS</b>	
LB/22/14	<p><b>Appointment of Chair</b>  <i>Paper: Appointment of the Chair of the Havering Local Board</i></p> <p>This item was covered in the welcome at the beginning of the meeting and was noted by the Board.</p>
LB/22/15	<p><b>Any Other Business</b></p> <p>There were no items of any other business. The Chair thanked Members and officers for their attendance and contributions, commenting that the revised focus of the Havering Local Board would enable it to add significant value over time. He encouraged members to bring their knowledge and contacts whenever possible to support and enhance the work of the Havering Colleges as part of the New City College Group.</p>
LB/22/16	<p><b>Date of Next Meetings:</b></p> <p>The next meeting would take place at 5.30 pm on Tuesday 1<sup>st</sup> March and would be a training/discussion forum at Ardleigh Green.</p>

The meeting ended at 7.15 pm

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