

**Minutes of the meeting of the South Bank Colleges Quality & Improvement Committee  
held at 4pm on Wednesday 4 November 2020  
Meeting via Microsoft Teams**

**Present**

Sue Dare (Chair)  
Nigel Duckers  
Shakira Martin  
Theresa Quinton

**In attendance**

Fiona Morey	Executive Principal
Hassan Rizvi	Vice-Principal
Philip Cunniffe	Assistant Principal Curriculum & Learner Services
Monica Marongiu	Assistant Principal Curriculum & Innovation
Clare Dignum	Head of Teaching & Learning
Deborah Johnston	LSBU Pro-Director for Education
Jacqueline Mutibwa	Clerk to SBC Board

**1. Welcome and apologies**

The Chair welcomed the Committee Members to the meeting and confirmed that the meeting was quorate. The Chair welcomed Deborah Johnston, the LSBU Pro-Director for Education to her first Committee meeting.

**2. Declarations of Interest**

The Committee noted the following declarations of interest: Sue Dare is senior lead at National College Creative Industries Ltd and interim CEO at National College for Advanced Transport and Infrastructure; Shakira Martin is a trustee of Villiers Park Transforming Access and Student Outcomes in Higher Education (TASO) and University Centre Peterborough; Fiona Morey is the Chief Executive Officer of SBA (subsidiary of LSBU).

**3. Minutes of the previous meeting**

The minutes of the meeting held on 9 September 2020 were approved as an accurate record.

**4. Matters arising**

There were no matters arising from the minutes of the previous meeting. The actions had been completed or were on the agenda of the meeting.

## 5. Deputy Principal's Update – Review KPIs 2019/20 and Proposed KPIs for 2020/21

The Committee reviewed the College's performance against the KPIs 2019/20 and the proposed KPIs for 2020/21 for approval.

### KPIs 2019/20

It was noted that the KPIs for 2019/20 were based on the performance of the previous year and also in relation to the Provider Group Average (PGA) and National Rate (NR) on various aspects. Progress made on KPIs for 2019/20 was measured against the PGA and NR.

The Committee noted:

- that overall performance on the KPIs was positive and that significant progress had been made against the KPIs for 2019/20. The outcome of the Ofsted Monitoring Visit (September 2020) was positive and recognised the significant progress made since the full Ofsted Inspection of May 2019.
- that the challenges due to Covid19 pandemic and the subsequent national lockdown had affected the learning delivery in terms of staff and student health & safety, student engagement and TLA, though the outcomes remained above 2018/19.
- the areas where performance was below the target and needed improvement especially attendance, staff utilisation, student satisfaction rate and achievement gaps.

There was discussion about the significant achievement gaps in certain groups of students; there was a 6% gap between White and Black Caribbean students which was an area of concern and needed to be addressed. It was noted that the College was working with LSBU on a research project regarding bridging students' achievement gaps.

The Committee noted the good progress made on the KPIs for 2019/20 despite the challenges due to the pandemic.

### Proposed KPIs 2020/21

The Committee discussed the proposed KPIs for 2020/21 which were set to further improve the outcomes with an ambitious but realistic approach. It was noted that student progression and destination would be included in the KPIs.

The Committee endorsed the proposed KPIs for 2020/21 academic year and would be recommended to the Board for approval at its meeting on 18 November 2020.

## **6. Updated Results Analysis 2019/20 (to include Achievement and Retention)**

The Committee was provided with an updated results analysis on the full and final set of achievement data.

The Committee noted the final 2019/20 achievement data which was positive and that the College had achieved or exceeded the provider group average (PGA) for all provisions, national average and the previous year's performance.

The Committee discussed:

- the students achievement on the sector special area (SSA) subjects, which needed to be reviewed.
- the performance of students with high needs and how to improve the achievement outcomes. A report would be provided to the Committee at its next meeting in February 2021.

The Committee noted the positive report.

## **7. Recruitment Update**

The Committee received an update on student recruitment 2020/21.

The Committee discussed the report and noted that the figures were slightly below the 2020/21 budget target and would have an impact on the budget for 2021/22. The recruitment figures did not include apprenticeships and subcontracted/partnership enrolments.

The Committee was concerned about the drop in recruitment figures, despite the online recruitment process working well and the positive student achievement outcomes. There was discussion about the reasons which were associated with the Covid19 pandemic and competition with other providers for market share.

The Committee was concerned about student achievement not transforming to growth and the financial and reputational implications. It was noted that significant work needed to be undertaken on recruitment.

The student trustee gave her perspective of the College which was positive.

The Committee noted the recruitment update.

## **8. Attendance Update**

The Committee was provided with an update on attendance. It reviewed the attendance performance and noted:

- that the overall attendance outcome as at 27th October 2020 was 84.1% which was below the 90% KPI target. Vocational attendance was 86.1%, Functional Skills was 74.4%, GCSE was 62.6% and other English & Maths was 87.3%.
- that English and Maths attendance remained the biggest challenge for the College. Other areas of concern included the vocational departments in particular YPE & Schools Partnerships and Gateway to Personal Development & Employment.

There was discussion about whether Learning Development Coaches (LDCs) had an impact on student attendance. It was noted that LDCs were well regarded and had an impact on improving student attendance and achievement.

The Committee expressed their concerns about the attendance performance and asked that it was provided with an update on the College's procedure on the management and monitoring of students attendance (how the process works) and that management ensured that attendance data was accurate.

The Committee noted the attendance performance which was below target and the intervention measures and initiatives that were in place to address the challenges and improve the outcomes.

## **9. English and Math**

The report gave an overview of English and Maths achievement in 2019/2020. It outlined students' overall achievement by age and qualification types, the impact of Covid19 on the provision and actions taken in the first 6 weeks of 2019/2020 academic year.

The Committee discussed:

- the final 2019/20 overall achievement data for all ages including subcontracted delivery which was 83.3%, 3% below 2018/19, but 10.7% above the national average of 72.6%. The impact of Covid19 on the provision, though performance was above national average, it was below 2018/19.
- that overall retention was high at 95.4% in line with the previous year and above the national average (N/A) of 90.2%. Attendance was an area of concern especially GCSE 16-18 classes, strategies were in place to improve student attendance and outcomes.

The Committee noted the actions implemented during the first 6 weeks of the 2020/21 academic year highlighted in the report.

## **10. Teaching, Learning & Assessment Report**

The Committee was provided with an update on Teaching, Learning & Assessment activities undertaken during the term (October 2020).

The Committee noted:

- the delivery models, there had been a differentiated approach to the delivery of learning across the College, depending on the type of curriculum and level of learner i.e. online delivery and asynchronous learning. The teaching staff were resilient and adaptable in the difficult circumstances.
- Student feedback on asynchronous and online delivery, the findings from the student survey helped to provide support and course adaptation. The quality of asynchronous learning was being analysed.
- Observations of Teaching & Learning had been modified for this year. Feedback was positive, the use of online learning/dual delivery was working fairly well.
- CPD for teaching staff, teachers were participating in the sessions. A Teaching & Learning CPD Staff Survey on the impact of the pandemic was undertaken in July 2020. The findings from the survey were used to shape the CPD offer for 2020-21 such as how to adapt pedagogy for both remote and socially distanced learning. The Committee noted the work that was being undertaken on CPD activity in response to the survey.

It was noted that the College would adapt its course delivery in light of the changes proposed by exam bodies on the syllabus and the expected qualifications. The Committee noted the latest guidelines on keeping year groups and cohorts separated during the day and the implications for the College's provision i.e. the mix of adult/16-18 students.

The Committee noted the work being undertaken on teaching and learning and its impact on student outcomes.

## **11. Self-Assessment Report (SAR) 2019/20**

The self-assessment report (SAR) 2019/20 reviews and self-assesses the College's performance during the preceding academic year. It identifies the College's strengths and areas of improvement.

The Committee noted:

- that the performance and outcomes of most curriculum areas had improved. Apprenticeships outcome, overall and timely, had improved significantly and was above PGA. Covid19 pandemic and the subsequent lockdown had affected the outcomes in some areas. The areas for improvement and development had been identified.

- the College self-assessment report for 2019/20 (prepared in October 2020) had been externally validated and agreed that the overall effectiveness be rated as 'Good'. The Quality of Education was self-assessed as 'Good', including a three year trend of improved outcomes across all age groups.

The Committee endorsed the 2019/20 Self-Assessment Report (SAR) and that it was recommended to the Board for approval at its meeting on 18 November 2020.

## **12. Updated Quality Improvement Plan 2020/21 & Quality Improvement Plan 2019/20**

The Quality Improvement Plan (QIP) 2019/20 was a working document, which provided an update on areas for improvement identified in the College Self-Assessment Report (SAR) for 2018/19, through termly Faculty Performance Reviews (FPRs) and those identified by Ofsted during the inspection carried out in May 2019. It detailed the actions put in place by the College along with the progress made during the academic year 2019/20.

### Quality Improvement Plan 2019/20

The Committee noted:

- the actions put in place and the progress made during the academic year 2019/20. Some actions would be carried forward to 2020/21 as the desired impact had not yet been achieved or still needed improvement.
- the unprecedented situation due to Covid19 pandemic and the subsequent lockdown required adaptations to the curriculum delivery and assessments which were addressed in line with relevant guidance.

The Committee noted the progress made on the Quality Improvement Plan 2019/20.

### Update on Ofsted visit in September 2020

The Committee noted that the visit focused on the delivery of an appropriate curriculum offer which was adaptable to changing circumstances and safeguarding risks posed by the wider digital access. It was noted that the outcome of the visit was positive. Blended learning and its quality assurance would be scrutinised at the next Ofsted monitoring visit in 2021.

### Updated Quality Improvement Plan 2020/21

The Committee was presented with the updated QIP for 2020/21 for approval.

It was noted that the updated QIP 2020/21 would address the areas for improvement identified in SAR 2019/20 i.e. close achievement gaps in the identified ethnic groups, improve students' attendance, apprenticeship strategy and investing in staff. It also included actions that had been brought forward from QIP 2019/20.

The Committee approved the updated Quality Improvement Plan 2020/21.

**13. Complaints Report 2019/20**

The report provided an update on the complaints received by the College on the various aspects of service and actions taken to resolve them.

The Committee noted the number of complaints received during 2019/20 had gone down to 41 compared to 43 in 2018/19, which was due to improved systems and student/customer experience. It was noted that the nature of complaints was varied and that the highest proportion of complaints raised concerned course organisation which was mainly due to staffing issues.

The Committee noted the report and that there were no major complaints.

**14. Sub-Contracting Monitoring Report**

The Committee was presented with Lambeth College Supply Chain Fees & Charges Policy for approval with a particular focus on the quality assurance arrangements.

The Committee noted that the policy:

- detailed how Lambeth College would apply fees and charges to contracts with organisations sub-contracted to deliver education and training provision.
- outlined Lambeth College's supply chain charges and fees policy for the 2020/21 academic year.
- had been prepared in line with ESFA guidance on the regulation of sub-contractor partnerships and included the quality assurance processes in place in relation to sub-contracting work.

The Committee members would review the policy and send their comments prior to recommending it to the Board for approval at its meeting on 18 November 2020.

**15. Committee Work Plan 2021**

The Committee noted the annual work plan for 2021 and future meeting dates.

**Date of next meeting  
Wednesday, 3 February 2021**

Confirmed as a true record

..... (Chair)