

**Minutes of the meeting of the South Bank Colleges Quality & Improvement Committee  
held at 4pm on Wednesday 3 June 2020  
Meeting via Microsoft Teams**

**Present**

Sue Dare (Chair)  
Adesewa Ogunyomi  
Shakira Martin  
Nigel Duckers

**In attendance**

Fiona Morey	Executive Principal
Hassan Rizvi	Vice-Principal
Philip Cunniffe	Assistant Principal Curriculum & Learner Services
Monica Marongiu	Assistant Principal Curriculum & Performance
Clare Dignum	Head of Teaching & Learning
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.

**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; 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 4 March 2020 were approved as an accurate record.

**4. Matters arising**

The Committee reviewed the action sheet from the previous meeting.

- On Complaints handling policy ('Talk Back'), the Committee had requested that it was provided with a short summary report on the policy with the type of complaints received and actions to be undertaken to address them. It was noted that most of the complaints that had been received relate to the Science and Manufacturing faculty due to students' dissatisfaction with the achievement grades and the curriculum experience. The Committee noted that the number of complaints had gone down and had been resolved. The main area of

concern was the Construction programme which had the most complaints and that the new Curriculum Manager would address the matters.

- On Student Perception of the College Survey Report 2019/20, the Committee asked for a report on the causes of the least satisfied areas and how the college would address the concerns raised. It was noted that the outcomes of the survey had been shared with the Heads of Faculties in order to ascertain the causes of dissatisfaction. The relevant Heads of Faculties have been addressing areas of concern raised. It was also noted that due to the absence of a LRC at Brixton Campus, the survey questionnaire would be reviewed and provision of additional learning resources would be made available to the students at Brixton Campus.
- On Safeguarding and Prevent Monitoring Report, it was confirmed that all teaching staff had undertaken a DBS check. There was one employee of SW4 Catering Ltd whose DBS renewal was awaited.

The Committee noted that all actions had been completed.

## 5. **Update on Coronavirus**

The Committee was updated on the College's response to the COVID-19 situation and actions being taken to support its re-opening.

The Committee discussed:

- the 2020/21 offer and that work was underway to adapt it in light of the pandemic and the anticipated economic recession. The Committee noted the proposed 2020/21 curriculum strategy and delivery model.
- the financial position, the 2019/20 full year budget would be delivered, however 2020/21 would be a challenge due to meeting the DfE requirement to further reduce the deficit and also the uncertainty of future recruitment patterns. Business planning and growth for the future was ongoing in order to achieve a sustainable budget by reviewing faculty contribution rates and reducing staff costs through a voluntary redundancy scheme that would be launched in June 2020. Work was being undertaken on preparing a cost effective curriculum delivery model. The Committee also discussed the impact the savings from staff costs would have on the quality, teaching and learning.
- the work being undertaken in preparation for return to college in line with government and DfE guidance which included: risk assessments and control measures, health & safety arrangements, staff health and well-being matters and the challenges which would be addressed in ensuring staff safety. It was noted that the college had opened in mid-June 2020 in line with DfE guidance. Further work would be undertaken in preparation for wider re-opening in mid-August for the new academic year.

The Committee noted the work being undertaken to reopen the college, which was in line with government guidelines.

## **6. Deputy Principal's Report on Ofsted Monitoring Visit, March 2020**

The Committee was provided with an update on the main findings of the Ofsted Monitoring visit carried out on 10-12 March 2020 to monitor the progress made since the last inspection (May 2019) in particular the 6 areas requiring improvement.

The Committee discussed:

- the monitoring visit which was conducted under the new Ofsted Education Inspection Framework (EIF) and provided the college with an insight into the focus and approach under this new model.
- the areas examined by the Inspectors, progress had been made in 4 areas and that 2 areas were not included in the scope. The visit focused on the curriculum areas and progress made against each identified theme.
- the areas that needed more improvement which were: attendance of all learners; English and Math i.e. greater emphasis on developing learners' skills in order to support them in their studies and prepare them for employment/further study and embedded in the education delivery.
- the outcome of the monitoring visit. Ofsted recognised the work that had been undertaken since the last inspection (May 2019) and gave a positive outcome report with significant progress made in 4 areas and 2 areas had made reasonable progress.
- the current pandemic situation which had a significant impact on curriculum delivery and learner experience. The College Leadership team would adapt to new models of curriculum planning and delivery and focus on positive learner experience and engagement.

The Committee noted the Ofsted Monitoring Visit report published on 28 May 2020 (appendix) and that the outcomes had been incorporated in the college Quality and Improvement Plan.

## **7. Achievement, Retention and Attendance**

The report provided an update on predicted achievement, retention and attendance.

The Committee noted that Ofqual had published the report on exceptional arrangements for awarding qualifications for the end of the academic year. The college staff were currently engaged in grade calculations for all qualifications in line with the Ofqual directive and awarding bodies, based on individual qualifications, for grade submission.

The Committee discussed:

- the projected achievements based on two models, along with the actual attendance data and the rationale for the approach taken on the models used: Model a which was the best case scenario and was in line with 2019-20 in year retention; Model b which was outcome based on 2019-20 retention and 2018-19 pass rate. Model b projection was more realistic and likely to be closer to the anticipated outcomes. The Committee supported the approach taken on the predicted achievements.
- the performance as at 31 January 2020 reviewed at the last meeting (March 2020). The predicted achievement (all ages) was at 85.5% which was 3% below 2018-19 outcome of 88.5% and against the NA of 85.9%. Retention was at 97.9% with attendance of 84%.
- the attendance performance. Though there was no national benchmark figure, the 84% performance could be improved to maximise student engagement and achievement. Student attendance during the lockdown period was difficult to measure due to the mixed model delivery. The findings of the staff survey on remote learning which was undertaken before Easter indicated that levels of student engagement were largely positive.
- the breakdown of the achievements and attendance by faculties and age groups. Some faculties had made a slight improvement since last year and that the performance issues needed to be addressed.
- the impact that Learning Development Coaches (LDC) had on student attendance. The feedback from the Ofsted Inspection and student survey showed that LDCs were well regarded and had an impact on improving student achievement. It was noted that an analysis on the LDCs relationship with the different student cohorts would be undertaken i.e. the impact on achievement and how these matters could be addressed.

The Committee noted that reports needed to comply with GDPR legislation on non-disclosure of personal information. The Committee note the contents of the report.

## **8. Marketing and Recruitment Update**

The Committee received a verbal report on the progress being made on marketing and recruitment.

The Committee noted the uncertainty about the future recruitment patterns following the pandemic and that a review was being undertaken on the curriculum offer for the post pandemic economy. It noted the challenges regarding the marketing campaign. The Committee noted that the online recruitment processes were working well.

## **9. English and Maths**

The Committee received a verbal report on the progress being made on English and Maths.

## **10. Apprenticeship**

The Committee was provided with a progress report on the key actions completed or being progressed in 2019/20 on the apprenticeship delivery.

The Committee noted:

- the Ofsted Inspection feedback in May 2019 which had acknowledged the areas for improvement (identified during last year's inspection) in relation to support to apprentices & timely achievement and had been assessed at 'reasonable progress'.
- the Apprenticeship Strategy for the college which had been finalised and its strategic vision aligned with LSBU Group ambition to be the leading apprenticeship provider of L2-L8 apprenticeships.
- the good progress that had been made on improving the apprenticeship outcomes and on track to meet the National Benchmark in 2019/20. However, there were challenges in delivering the programme in the post pandemic economy and other issues concerning staff capacity, facilities, marketing and delivery model that needed to be addressed in order to deliver the plans.

It was noted that future reports on achievements would be split to show the performance (by subject area) of in-house and sub-contractors delivery.

The Committee noted the key actions and developments that had been undertaken to improve the apprenticeship outcomes in 2019/20.

## **11. Work Experience**

The Committee was provided with a progress report on work placement with KPIs, key actions taken and risks to improve the work experience outcomes in 2019/20. The report focused on the impact of the response to Covid19.

The Committee noted:

- that performance had significantly improved as 75% of 16-19 students had completed a work placement before lockdown (20 March 2020), which was above the previous year and exceeding the end of year total. The College was on-track to meet its 90% target for 19/20.
- a number of positive developments set out in the report including the College hosting the Lambeth Made Charter Mark Awards 2020 with Lambeth Council on 3

March 2020, 14 employers that had supported the College with work experience received the award in recognition of their support. It was a successful and high profile local event with more than 50 employers from across the community.

- the situation concerning work placements which would be discontinued due to the impact of Covid19 and focus would be on supporting students remotely to develop their work experience skills. There would be a significant impact on the delivery of 2020/21 placements due to the employment uncertainty, economic downturn and a potential second wave of the pandemic.

The Committee noted that the report was positive and that good progress had been made to improve the work placement outcomes in 2019/20.

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

The Committee was updated on the outcomes of lesson observation and the CPD activity. The key areas of work that had been undertaken in preparation for college closure and during the lockdown period.

The Committee noted:

- that focus was on providing training to teachers on the use of Microsoft Teams to enable continuity of learning during the lockdown. A flexible approach to online delivery was being adopted which was based on the individual teacher, the students and the subject area.
- the CPD training and support that had been delivered and the planned activities in the next half-term including running a 'festival of learning' which would entail CPD sessions on designing an online curriculum in preparation for blended learning in September 2020.
- the engagement and impact on online learning. Feedback from the staff survey on remote learning which was undertaken before Easter to identify levels of student engagement and also ascertain the support teachers needed, was largely positive. A student survey was also undertaken to ascertain their feedback on online learning. Though the student engagement level was not high, the feedback was positive on the online learning delivery.
- that it was not yet possible to determine the quality of remote teaching and learning delivery as the focus had been to ensure that all students and teachers were equipped with access to online learning and the ability to design a cohesive blended learning curriculum which would increase quality and engagement.

The Committee acknowledged the significant transformation work that had been undertaken on CPD activity and lesson observations on teaching and learning in preparation for the college closure and during the lockdown period.

### **13. Sub-Contracting Monitoring Report**

The Committee received a verbal report. It was noted that meetings had been held with the College's sub-contractors in January and February 2020 to monitor their performance and ensure that they meet the College's expectations.

### **14. Updated 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 and through termly Faculty Performance Reviews (FPRs).

The Committee reviewed the plan and discussed the progress that had been made on the aspects of the provision and the key areas for improvement which were; attendance and apprenticeship outcomes. It was noted that the actions put in place had not yet taken effect and some needed continuous improvement. It was also noted that the pandemic situation and college lock down had resulted in adapting various approaches to curriculum delivery and assessments, which were being addressed in line with relevant guidance on various aspects.

On the SAR for 2019/20, due to the pandemic and the lockdown, staff and students would need to reflect on how the areas of improvement identified would be addressed in the QIP 2020/21.

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

### **15. Any other business**

#### Student Trustee

The Chair noted that it was Adesewa Ogunyomi's last Committee meeting as she would be stepping down from the Board in September 2020. On behalf of the Committee, the Chair thanked Adesewa Ogunyomi for her contribution to the Committee and College and wished her well in her future endeavours.

**Date of next meeting  
Wednesday, 9 September 2020**

Confirmed as a true record

..... (Chair)