

**Minutes of the meeting of the South Bank Colleges Quality & Improvement Committee
held at 4pm on Thursday 11 November 2021
Meeting via Microsoft Teams**

Present

Sue Dare (Chair)
Nigel Duckers
Shakira Martin
Moriam Folawiyo

Apologies

Deborah Johnston

In attendance

Fiona Morey	Executive Principal
Wayne Wright	Deputy Principal
Philip Cunliffe	Assistant Principal Curriculum & Learner Services
Monica Marongiu	Assistant Principal Curriculum & Innovation
Clare Dignum	Director of Teaching & Learning
Adebayo Emanuel	Business Development Specialist
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 above apologies were received.

2. Declarations of Interest

No member declared an interest in any item on the agenda.

Sue Dare informed the Committee about her consultancy work at East Sussex College, though there was no conflict of interest in regard to items on the agenda.

3. Minutes of the previous meeting

The minutes of the meeting held on 22 September 2021 were approved as an accurate record.

4. Matters arising

The Committee noted the update on matters arising from the previous meeting.

5. Update Results Analysis 2020/21

The Committee noted an updated results analysis on the full and final set of achievement data which was discussed as part of the SAR 2020/21 (item 13).

Due to the timing of the SAR, the student progression and destination data 2020/21 had not yet been completed and would be presented to the Committee at its meeting in February 2022.

6. English and Maths

The report gave an overview of the English and Maths final 2020/2021 achievement. It outlined students' overall achievement by age and qualification types and actions in place to improve outcomes.

The Committee noted the report which was discussed as part of the SAR 2020/21 (item 13).

7. Recruitment Update

The Committee received an update on student recruitment 2021/22.

The Committee discussed:

- the 2021/22 enrolment performance. The 16-18yrs enrolment figures were below the budget target (25%) and would have a significant impact on the budget for 2022/23 (approx. £2m), a key risk for the College. Adult enrolment figures were positive, slightly below target (5%).
- an update on progress being made on the student journey project (from application to enrolment) and the areas that could be improved. The activities and the process had been reviewed to increase the conversion rate of applications to enrolments. An online enrolment process would be fully implemented.
- the work being undertaken in preparation of the launch of the London South Bank Technical College in summer 2022 i.e. the development of the new website, marketing and brand identity.

The Committee was concerned about the 16-18yrs enrolment figures and the significant impact on the College's 2022/23 financial position. It was noted that more work needed to be done on the recruitment strategy in order to attract students to the College.

8. Attendance Report

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

- that the overall attendance outcome as of 9 November 2021 was 81.4% and below the figure reported at the same period last year and below the 90% target. 16-19yrs performance was 80.2% and 19+ was 82.3%. The performance reflected a similar trend at the national level.
- that overall English & Maths was 71% and overall GCSE was 62.1% which were below last year's performance. Attendance in English & Maths and GCSE remained a significant challenge for the College.

There was discussion about the register process, the level of unmarked registers was 4.5% which was higher than the level at the same period last year. The level was above the 1% target and was an area of concern. Registers needed to be marked timely to ensure robust attendance data and enable intervention methods to be put in place quickly. The issues that prevented timely compliance with register marking were noted. Some progress had been made to address the issues and that further work was needed to ensure register compliance.

The Committee noted the intervention measures and initiatives that were in place to address the attendance challenges and improve the outcomes which included a revised attendance strategy, the introduction of an attendance monitor role and the work of Learning Development Coaches.

The Committee was concerned about the attendance performance and that more work needed to be undertaken to improve the performance especially in the English & Maths and GCSE provision.

9. Quality IT Systems

The Committee was presented with a report on the quality of IT systems at the College to deliver the Teaching and Learning Strategy, following concerns about the inadequate IT infrastructure.

The Committee noted:

- that the College had installed ProSolution as the new core MIS system and reconfiguration work to link the various applications had been completed. The Committee received assurance that the technical issues raised at the last meeting (September 2021) concerning ProMonitor, ProPortal and Markbook had been resolved. Other IT issues that affected the curriculum delivery and student experience such as problems with password setting were noted. The IT infrastructure work being undertaken would address the issues.
- an update on the College's IT infrastructure work being undertaken by LSBU. The IT infrastructure was weak and systems were not effective to adequately support the curriculum delivery. The Network Replacement project had delayed due to the BT Openreach inter-site link which had not yet been installed but a much improved service would be delivered when the new network is installed.

The student trustee gave her views about the IT provision at the College. She noted that the systems were poor and that password setting was a problem.

The Committee acknowledged the IT challenges faced by the College which was a barrier to teaching, learning and student experience. The IT infrastructure work being progressed with LSBU support would address the issues.

10. Updated Sub-Contracting Monitoring Report

The Committee was presented with an updated report on the College's sub-contracting activity 2020/21 which focused on the Learner's view on quality assurance as requested for at the meeting in May 2021.

The Committee discussed:

- the subcontracted provision which was a fundamental part of the College's offer to its adult learners with a £1.3m funding allocation from the ESFA to support learners outside the GLA region and provide qualifications that cannot be delivered by the College. The subcontractors had been selected because of their strong track record of performance in the curriculum areas, selection was through a comprehensive due diligence process and had been approved by the SBC Board.
- the students' achievement (90%) and retention (95%) over the last 3 years which was positive and there were no concerns about the quality of provision. The challenges were attendance due to Covid19 pandemic and timely achievements needed to be improved.

The Committee noted:

- the student perception of the College survey term 2 2020/21 on sub-contracted provision and that the findings were positive.
- the College's SAR on the 2020/21 subcontracted provision and the improvement objectives set out in the QIP 2021/22 (appendices attached). Some areas for improvement in the QIP such as success measure/KPI and planned action(s) needed to have comments on how the performance would be achieved.

The Committee thanked the Business Development Specialist for the comprehensive and positive report.

11. Teaching, Learning and Assessment Report

The Committee was provided with an update on Teaching, Learning & Assessment work undertaken since the last report in September 2021.

The Committee discussed:

- the current delivery model which was face to face learning. Though online delivery was still being used to supplement the learning, when teachers are self-isolating and also to provide more flexibility for students. The outcome was positive.
- the College's Covid Catch up strategy designed to create a more level starting point for students due to the pandemic over the past 18 months. The strategy was noted which included adapting the course delivery once students' actual starting points have been identified. The Committee noted that the strategy had to ensure that no student is left behind and that they are all given the opportunity to receive additional support needed to catch up especially via online. The student trustee gave the students' view on the catch-up strategies. The Committee noted that the College should ensure that the effects of the Covid pandemic do not unfairly disadvantage learners and that they are given support to enable them to move on to the next stage of their education.
- the work being done in preparation for the Ofsted deep dive learning walks. The College had engaged Kam Nandra, Quality Improvement Specialist to support the process and hold meetings with curriculum managers in order to give feedback on the learning walks as part of the Ofsted preparations. The feedback received was positive i.e. teaching and learning is consistently good across the College. Other activities included student focus groups.
- an update on the CPD programme. The Teaching and Learning Conference which was held in August 2021 with a keynote from trustee Shakira Martin was well received. Workshop sessions included; Project Based Learning, Decolonising the Curriculum, Developing Students' Oracy and Using Teams to Support Face to Face Learning. The CPD activity was noted.

The Committee noted the work being undertaken on teaching and learning.

12. KPIs for 2021/22 and Review 2020/21

The Committee was presented with the proposed Curriculum KPIs and targets 2021/22 and performance against target for 2020/21.

The Committee reviewed the College's performance against the 6As Set for Success targets 2020/21. It endorsed the proposed KPIs and targets 2021/22 which would be recommended to the Board for approval at its meeting in November 2021.

13. Self-Assessment Report (SAR) 2020/21

The Committee discussed the SAR 2020/21 which reviews and self-assesses the College's performance during the preceding academic year. It identifies the College's strengths and areas for improvement.

The Committee discussed:

- the SAR for 2020/21 (prepared in October 2021) which had been externally validated and agreed that the overall effectiveness continued to be rated as 'Good'. The Education Inspection Framework grades remained the same as last year, the grade profile for the faculties were all self-assessed as good plus an outstanding grade for ESOL and the achievement profile for each sector skills area (SSA) delivered showed that they are in line with the national rates and were self-assessed as good.
- the final 2020/21 achievement data which was positive and that the College continued to exceed both the national average for general FE colleges (0.6%) as well as the provider group average (1.3%). Though there was a small drop in performance from the previous year. Overall retention had improved from 95.4% to 95.8%.
- the drop in achievement for 16-19 year olds (4.3%) compared to the previous year. The performance on functional skills programmes had a significant negative impact on the overall achievement outcome as these were assessed through examinations with no adaptations unlike the GCSE programmes which used teacher assessed grades (TAGs). The introduction of a new specification for functional skills qualification for 2020/21 which was more rigorous than the previous version also had an impact on performance. The practical based courses also had an impact on the overall achievement outcome. On functional skills learning outcomes, skills acquisition and progression should be considered and linked to progression in learning.
- the drop in achievement for GCSE English and Maths qualifications for 16-19yrs from the previous year. This was mainly due to the following: GCSE English programme, impact of the pandemic on the young students and poor attendance which was a key area of concern. More work needed to be done on improving attendance and consider better use of the resources to address the problem.
- the performance of apprenticeships which had dropped significantly and was an area of concern which required intervention and improvement. The poor performance was mainly due to furlough and redundancies associated with the pandemic.
- the key areas of strength, improvement and development. The key areas for improvement identified in the SAR 2020/21 would be addressed in the updated QIP 2021/22. The Committee agreed the three key improvement objectives which the QIP would focus on and relate to the quality of education:
 - There is a need to develop the curriculum further to incorporate the delivery of T levels from 2023 as well as level four and five vocational provisions as part of the LSBU Group career pathways and the new LSBTC offer.
 - The College needs to continue to invest in IT infrastructure to support the delivery of teaching and learning and enhance the student experience.
 - Functional skills achievements have declined and need to return to the rate prior to the introduction of the new specification.

- that the college needs to continue to fully embed the work on EDI in all aspects of its work including closing the achievement gaps for minority groups. This was an area for improvement which would also be included in the updated QIP 2021/22.
- the areas for development for 2021/22 would include: prepare teachers for a different delivery model at the new technical college; develop sexual harassment strategies to ensure all students are supported and challenged about any preconceived ideas; further work to develop work experience opportunities. It was also noted that Education programmes for young people was rated as 'Good' and that there were high expectations that the provision could move to 'Outstanding'.

The Committee reviewed and endorsed the 2020/21 Self-Assessment Report (SAR) and that it was recommended to the Board for approval at its meeting on 17 November 2021.

14. Updated Quality Improvement Plan 2021/22 & Review of Quality Improvement Plan 2020/21

Quality Improvement Plan 2020/21

The Quality Improvement Plan (QIP) 2020/21 was a working document, which provided an update on areas for improvement identified in the College SAR for 2019/20, those identified by Ofsted in May 2019 & March 2020 and actions from last year's QIP. It detailed the actions put in place by the College along with the progress made during the academic year 2020/21.

The Committee noted:

- the KPIs/success measures and the progress made during the academic year 2020/21. Some actions would be carried forward to 2021/22 as the desired impact had not yet been achieved or still needed improvement.
- the unprecedented lockdowns caused by the Covid-19 pandemic had led to significant changes to curriculum delivery and assessment of courses which required college staff to adapt their approaches to teaching and learning. This has included having to adapt to the different forms of assessment that have been required by awarding bodies.

The Committee noted the progress made on the Quality Improvement Plan 2020/21.

Updated Quality Improvement Plan 2021/22

The Committee was presented with the updated QIP for 2021/22 for approval.

The updated QIP 2020/21 would address the areas for improvement identified in the College's SAR 2020/21 and actions that had been brought forward from QIP 2020/21. The plan detailed the actions put in place by the College for 2021/22 with reference to the Education Inspection Framework.

The Committee approved the updated Quality Improvement Plan 2021/22 and that it was recommended to the Board for approval at its meeting on 17 November 2021.

Date of next meeting
Wednesday, 9 February 2022

Confirmed as a true record

..... (Chair)