

## **EASTLEIGH COLLEGE BOARD**

### **‘TRAINING EVENT’**

#### **MINUTES OF MEETING HELD ON WEDNESDAY 5 MAY 2021, 1700 HRS USING ‘TEAMS’**

##### **Present:**

Jon Sendell (Chair)  
Natalie Wigman (Vice-Chair)  
Jeremy Musselwhite  
Paul Cox (Chief Executive & Principal)  
Sophie Annett  
Kerry Matthews  
Rupert Goodman  
Colin O’Donoghue

Bernie Topham  
Mairead Taylor  
Phil Harris-Bridge  
Steve Johnson  
Karen Stanton

##### **Apologies:**

James Heaton-Smith  
Mairead Taylor  
Sian Davison  
Lucas Ball

##### **In Attendance:**

Sheriyar Alamgir, Prevent Co-Ordinator  
Hannah H, Academia and Education team – Economy & Society Engagement, National Cyber Security Centre  
Robert Brooks, Computer Services Manager  
Kevin Jones, Vice Principal Finance, Funding and Management Information  
Paul Stannard, Vice Principal Quality  
Lou Gittens, Vice Principal Curriculum  
Peter Joddrell, Deputy Principal (Curriculum and Digital)  
Tracey Mcadam, Head of Learner Support & Designated Safeguarding Lead  
Mickiela Blake, Head of HR and Talent Development  
Dr Chris Davis OBE, Clerk to the Board

#### **B.17.21 BOARD TRAINING EVENT**

Each of the four sessions were planned to be 30 minutes with 15 minutes of content, background and information, with then 15 minutes for questions and discussion.

- The training session had a balance of internal staff alongside external experts.
- Topics have been developed and based on prior board discussion and also sector wide priorities.

##### **1. PREVENT**

- The current UK counter-terrorism strategy is known as ‘Contest’.
- ‘Contest’ has four work strands:
  1. Prevent: to stop people becoming terrorists or supporting terrorism
  2. Pursue: to stop terrorist attacks
  3. Protect: to strengthen our protection against a terrorist attack
  4. Prepare: to mitigate the impact of a terrorist attack
- In July 2015, a legal duty was implemented placing a statutory duty on schools, higher education (HE) institutions, and further education (FE) providers to have 'due regard to the need to prevent people from being drawn into terrorism' (Counter Terrorism and Security Act, 2015)<sup>11</sup>.

- Prevent is inspected by Ofsted and the Leadership and Management (including governance) criteria for 'good' which is an underpinning prerequisite for 'outstanding' is:
  1. *Those responsible for governance ensure that the provider fulfils its legal duties and responsibilities. These include, for example, those under the Equality Act 2010, and those in relation to the 'Prevent' strategy and safeguarding.*
- A Prevent update is included in the monthly governor report within the safeguarding section. The Prevent update includes national (due to the subcontracting geographic reach) along with the more local Eastleigh and South Hampshire threats.

#### **Questions from Governors:**

1. Current status / issues raised as a College.
  - Locality as a whole, at risk from a right-wing narrative (especially Eastleigh).

#### **Post event:**

Tracey Mcadam will email the Counter Terrorism Local Profile 'official' version to the Clerk for further distribution to Governors.

**ACTION: TMc/CD**

2. Any likely changes to the 'Prevent' Training.
  - 'Prevent' training likely to be enhanced.
3. 'Channel' as the mechanism for escalation of concerns, is there any information on the effectiveness of this process.
  - 80-90% of individuals who are referred have positive outcomes.
4. How robust are the measures put in place by the College.
  - Paul Cox said that Governors should be reassured that the College has robust measures in place with a 'Prevent' risk assessment and a 'Prevent' risk action plan, shared with all agencies involved.
  - Sheriyar Alamgir said that the College had a very strong commitment to Prevent and that the staff involved were excellent.

The Prevent section of the training event was delivered by Sheriyar Alamgir (Regional Prevent Coordinator) in conjunction with Tracey Mcadam.

## **2. CYBER SECURITY**

- There is a growing threat of cybercrime in education sector. With two recent and high-profile examples linked below for background:
  1. <https://feweeek.co.uk/2021/03/19/all-hell-was-breaking-loose-how-a-cyber-attack-closed-down-a-college/>
  2. <https://www.infosecurity-magazine.com/news/campus-closed-portsmouth/>
- **Areas covered in the presentation:**
  - Cyber Security Toolkit for Boards produced by the National Cyber Security Centre (NCSC) which is available on-line and as a pdf.
  - 'Exercise in a Box' – simulated exercise

The presentation was given by Hannah H, Academia and Education team – Economy & Society Engagement, NCSC.

#### **Questions from Governors:**

5. Is Cyber Security a strategic risk and which committee owns this risk area.
  - Under key Risk 13, 'Cyber Security' is specifically mentioned.
  - Audit Committee will be reviewing the Cyber Risk Policy / mitigation plans at their meeting at the end of May.

6. What is the level of expertise inside the College (IT staff, Governors and SMT) in dealing and assessing the level of preparedness for a potential breach of Cyber Security.
  - IT staff have been through the cyber essentials process, moving to cyber essentials plus.
  - Strong links with NCSC (Hannah H) on any developments, support and levels of mitigation.
  - JISC provides a support network and ISPs for colleges in the UK
7. Does the College have Cyber insurance.
  - Yes, with Zurich, this is a separate schedule within overall College insurance
8. How good are the College's Fire-walls.
  - Any updates and patches received are actioned as quickly as possible. The College takes advice from the JISC, good protocols to update hardware. The College also has a very proactive and knowledgeable IT department.

- This section of the training event was delivered by Hannah H from the National Cyber Security Centre.

### 3. KPI AND STRATEGY

- The 2021/22 and 2022/23 academic years sees the College in the 'eye of the storm' with regards to reshaping the College, in addition we may well merge with City College Southampton. The 'storm' analogy is based on:
  1. That the Greater London Authority (GLA) contract ends in July 2021.
  2. Subcontracting reforms are implemented from August 2022.
  3. The need to achieve direct delivery growth in a competitive geographic area.
- It was these three factors that underpinned the strategy development that first began with a governor briefing from the Association of Colleges (AoC) in December 2019. This briefing was then followed by the January 2020 board meeting where a number of scenarios were considered before initiating consultation and external engagement (e.g the requested Further Education Commissioner diagnostic assessment process).
- The current College strategy was [launched externally](#) on Thursday 17 September 2020 for the period 2020-2024.
- The 'Skills for Jobs' white paper was published earlier this year. The AoC has published a useful [summary](#).
- The Education and Skills Funding Agency (ESFA) published the [outcome](#) of the subcontracting consultation in March 2021. This included an [annex](#) that outlines the role of those charged with governance in subcontracting. Appendix A (attached) is a copy of the procurement letter sent from Jon and I to all existing subcontractors at the launch of procurement in April. Governors should note that the procurement letter proactively addresses many of the future requirements outlined in the above changes.
- College KPI are again proposed to be further rationalised and aligned wholly to our 'more learners, more successful, more often' strategy. Appendix B (attached) is a copy of draft thinking with current performance shown where measured. It is proposed that KPI are no longer set annually but indeed are set for the strategy period, therefore these KPI would be set of the period up to and including 2024. It is planned that approval for this KPI framework will be formally sought at the next board meeting.
- With regards to self-assessment and quality improvement the College has historically operated on the basis of:

1. An annual self-assessment report (SAR).
  - Underpinned by Team SARs (for both delivery and support).
2. An annual quality improvement plan (QIP).
  - Underpinned by Team QIPs (for both delivery and support).
    - Underpinned by appraisal.
3. An annual business plan for development priorities not related to quality improvement.

It is proposed to move to:

1. An annual report (draft structure for the whole College report is shown in Appendix C).
  - Underpinned by Team Annual Reports (for both delivery and support).
2. A development plan (both quality improvement and business plan).
  - Underpinned by Team Development Plans.
  - Underpinned by Individual Development plans.

This change is to further streamline and simplify College process and reduce bureaucracy. By producing an annual report, it is proposed to publish this and make information about College performance far more transparent (currently after board approval the SAR is only sent to Ofsted). An annual report is also far more of an employer language for which we are seeking to achieve even before the white paper was published. At this stage we are not aware of any other College currently working in this way with regards to the annual report. The closest example we are aware of is Dudley College whose equivalent is linked [here](#).

- Appendix D outlines our current 2021/22 budget framework and models 6 scenarios. Next year will be particularly challenging and it is hoped that through this training event, the summer term committees and board meeting that governors will develop a strong understanding of the multiple 'push and pull' factors at play in this first year of the two year 'storm'.
- To support governors in their understanding of risk with regards to the above scenarios the 2021/22 direct delivery budget minimum targets and historic performance are shown in Appendix E.

The presentation was given by Paul Cox Chief Executive and Principal of Eastleigh College. The papers that support this presentation were distributed to all Governors prior to the Training Event.

In conclusion Mr Cox asked Governors some broad questions on KPIs,

- ⇒ how does the Board feel about further rationalisation;
- ⇒ how does the Board feel about aligning it to the 'More Learners, More Successful' Strategy;
- ⇒ how does the Board feel about a more medium term horizon and shaping the discussion at the committee stage.

#### **Response / Questions from Governors:**

- Colin O'Donoghue felt that having a longer-term vision was better and that it was a step in the right direction. He wondered if as a result of reviewing the draft AoC consultation document on the Code of Good Governance was the College not addressing topics such as Environmental and Sustainability issues and Equality and Diversity issues.
9. How were the short-term impacts going to be measured and how would they remain short-term.
    - These are the medium-term horizon, but the reporting will be carried out monthly it is proposed to re-shape the governors monthly report to focus more specifically on KPI.
  10. Are the KPIs 'smart', and therefore specific, measurable, achievable, reasonable and timely.
    - SMT have been through the KPIs and concluded that they are. Further reports required.

11. Can the College influence the problems exposed in the KPIs.
  - Yes, the College is able to influence the outcomes.
12. The list of KPIs seems to be an odd mix of both 'strategic' and 'operational' and perhaps there was a need for a clearer story on where the College is going, rather than the operational functions.
  - It is a combination of both and the KPIs derive from an attempt at trying to change a complete College culture, growing the reach, reputation and pool of learners.
- Mr Harris-Bridge said that this was a significant development and could be improved over a period time.
- There are strategic outcomes and there are things within the KPIs that influence the outcomes; the difference between a KPI and a KPM (the influencer) might be what the College moves towards.
  - The up-stream measures and priorities are the things that will drive the behaviours in the organisation, driving a staff behaviour and focus and a prioritization of work.

#### **4. Mental Health and Wellbeing (MH&W)**

- An overview of the whole College responsibility on MH&W was provided.
  - Areas covered during the presentation:
    - ◆ MH&W Strategy
    - ◆ AoC Mental Health and Wellbeing Charter
    - ◆ Mindful Employer Charter
    - ◆ 2 courses on offer to staff, 'Perk Box' and the 'Benefits Portal'
    - ◆ Safeguarding Approaches
    - ◆ Joint approach, staff and students
    - ◆ Marketing approach
    - ◆ MH&WB tutorials (to-date 900 learners completed)
    - ◆ Learner voice
    - ◆ MH&WB awareness week
    - ◆ Investors in Diversity
    - ◆ Near pod delivery
    - ◆ 'Look after your mate'
  - This section of the training event was delivered by Lou Gittens Vice Principal Curriculum, Tracey McAdam (Head of Learner Support and Designated Safeguarding Lead) and Mickiela Blake (Head of HR and Talent Development).

#### **Questions from Governors:**

13. How well have the courses on offer been attended.
  - Tutorials are mandatory, however conscious that not all courses are taking up the offer. Tutorial mentoring is going on to develop this outreach.
- Ms Matthews commended the excellent work that is taking place. She advised that the NHS has a resource entitled '5 steps to well-being' and encouraged more connectivity with this.
- Excellent learner engagement and their appetite for getting involved.
- Mr Musselwhite thanked the team and said that he was involved with the construction industry and the importance now placed by the CTIB on their mental health programme. Important to keep this good work going.
- Mr Sendell thanked all the guests and staff who had delivered the evenings presentations, it had been a very enjoyable event, which hopefully will have benefitted Governors' in their understanding of some of the areas that the college sector faces on a day-to-day basis.
- The meeting concluded at 1900.

**B.18.21 Date of next meeting**  
**Wednesday 16 June 2021, 1700**

'Outline' merger bid feedback  
Deloitte review of Southampton