**The Corporation of Newham Sixth Form College**

**Minutes of the Meeting held on 11 October 2023**

**Members**

|  |  |  |
| --- | --- | --- |
| Martin Rosner(Chair) | Independent Member  | Present  |
| Chris Foloruso | Independent Member  | Present  |
| Mandeep Gill  | Principal & Chief Executive  | Apologies – unwell  |
| Trevor Harris | Teaching Staff Member  | Present  |
| Aleeza Hasaan  | Student Member  | Present  |
| Kofo Ladele | Independent Member  | Present  |
| Jane Lofthouse | Independent Member | Present  |
| Sam Mendy  | Support Staff Member  | Present  |
| Matthew Odeyemi  | Student Member  | Present  |
| Avnesh Pandya | Independent Member  | Present  |
| Mandeep Sahotay | Independent Member  | Present  |
| Elizabeth Scott | Independent Member  | Present  |
| Julia Shelton | Independent Member  | Present  |
| Kate Towner | Independent Member | Present  |
| Federico Valori | Independent Member  | Apologies – personal commitments  |
| Yolanda Valery | Independent Member  | Present  |
| Graham Willson | Independent Member  | Present  |

**Non-Members in attendance**

|  |  |  |
| --- | --- | --- |
| Susanne Davies  | Interim Principal  | Present |
| David Francis  | Executive Director Student Services  | Present  |
| Michael Gainlall  | Vice Principal Finance & Operations  | Present  |
| Sue Hadfield | Interim Executive Director Teaching & Learning  | Present  |
| Robin Jones | Head of Governance  | Present  |
| Ebby Maps | Previous Parent Member | Present  |
| Rena Rani | Interim Management Consultant  | Present  |
|  |  |  |

**1 MANDEEP GILL – PRINCIPAL & CHIEF EXECUTIVE**

Members of the Corporation were sorry to hear that Mandeep Gill was unwell and, therefore, away from the College whilst having tests. Members asked that their best wishes and hope for a speedy recovery be passed on to Mandeep.

**2 INTERIM PRINCIPAL – SUSANNE DAVIES**

The Chair of the Corporation, on behalf of all Members, welcomed Susanne Davies to her first meeting

It was explained that, given a Sue and Susanne on the SLT, Susanne Davies was known as Davies in College.

As agreed via a Written Resolution Davies had been appointed as the Interim Principal until further notice.

**3** **MEMBERSHIP OF THE CORPORATION – STUDENT MEMBERS**

The Corporation recalled that at the meeting on 12 July 2023 it had been noted that the 2023/24 Student Members were Aleeza Hasaan and Matthew Odeymi.

The Chair, on behalf of the Corporation, welcomed Matthew Odeymi to the meeting.

**4 MEMBERSHIP OF THE CORPORATION – STAFF MEMBERS**

The Corporation NOTED that, following a nomination process, Trevor Harris had been appointed as the Teaching Staff Member from 27 September 2023 and Sam Mendy as the Support Staff Member from 10 October 2023.

Both Members would serve for a period of 4 years unless they left the employment of the College or if they moved from, for example, a teaching role to one within the support area.

The Head of Governance took the opportunity to remind all Members that, whilst appointed as a result of being nominated by staff, the Staff Members were not “representatives” of staff.

The Chair, on behalf of the Corporation, welcomed Trevor Harris and Sam Mendy to their first meeting of the Corporation.

**5 MEMBERSHIP OF THE CORPORATION – PARENT MEMBER**

The Corporation NOTED that a ballot was currently taking place leading to the appointment of the new Parent Member as Ebby Maps had just completed his initial two year period of membership of the Corporation.

So that there was a parent voice at this meeting of the Corporation Ebby Maps had been invited to attend as an observer with speaking but not voting rights.

The outcome of the ballot for the Parent Member would be reported to the next meeting of the Corporation.

**6 APOLOGIES FOR ABSENCE**

The Corporation NOTED that the majority of Members were present on this occasion from the beginning and the meeting was quorate.

As noted earlier in the meeting Mandeep Gill was unable to attend due to ill health.

In addition Federico Valori had submitted his apologies due to a personal family commitment.

Finally, the Corporation noted that Kofo Ladele was trying to join the meeting online but was having technical difficulties. These were eventually resolved and she joined the meeting during item 12.

**7 DECLARATION OF INTERESTS**

The Members confirmed that there were no declarations of interest to be recorded on this occasion at this stage of the meeting based on the published Agenda.

**8**  **MINUTES OF THE MEETING OF THE CORPORATION HELD ON 12 JULY 2023**

The Minutes of the meeting of the Corporation held on 12 July 2023 were agreed to be a correct record.

**9**  **MINUTES OF THE SPECIAL MEETING OF THE CORPORATION HELD ON 13 SEPTEMBER 2023**

The Minutes of the special meeting of the Corporation held on 13 September 2023 were agreed to be a correct record.

**10 MATTERS ARISING FROM THE MINUTES OF THE MEETINGS OF THE CORPORATION HELD ON 12 JULY 2023 AND 13 SEPTEMBER 2023**

The Corporation agreed that, on this occasion, the following items arising from the Minutes of the meetings held on 12 July 2023 and 13 September 2023 warranted attention:

* Annual Budget – 2023/24 – this was an item for the meeting of the Finance & Resources Committee on 17 October 2023 and an update and possibly recommendations would be presented to the Corporation on 13 December 2023
* AoC Code of Good Governance – now published and would be considered by the Governance & Search Committee at a meeting in mid November 2023 with a recommendation on adoption being presented to the Corporation on 13 December 2023
* Vice Principal Curriculum & Quality - AoC acting on behalf of the College with the recruitment arrangements – proposed interviews to take place on 7 December 2023 with a Panel consisting of the Chair of the Corporation, Vice Chair of the Corporation, Chair of Curriculum, Quality & Engagement Committee plus Yolanda Valery or Kate Towner and Mandeep Gill and or Davies. The recommendation of the Panel would be presented to the Corporation on 13 December 2023 for decision.

**11 CORPORATION DECISION TRACKER**

The Head of Governance presented to the Corporation the updated Decision Tracker and it was AGREED that the following two items could be deleted:

* LGPS Discretionary Policy – suggestion that the delegation of responsibility for future reviews and approvals to the Finance & Resources Committee
* Academisation – The future of NewVIc – as no action was being taken to move towards a consideration of Academisation there was no need to keep this on the Decision Tracker

It was recognised that the Corporation Decision Tracker was now blank although requests for future action by Committees, the Executive and the Head of Governance would be added.

The Corporation APPROVED the addition to the Terms of Reference of the Finance & Resources Committee of the responsibility to carry out future reviews and approvals of the LGPS Discretionary Policy.

*Note: Aleeza Hasaan arrived during the following item and was welcomed*

**12 REPORT OF THE INTERIM PRINCIPAL**

The Corporation received and discussed the report of the Interim Principal.

A number of the issues addressed in the report were specifically highlighted including:

* Data – see below
* Ofsted readiness
* The publication of the AoC Good Governance Code (see also items 10 and 15 relating to the Governance & Search Committee)
* An investigation into alleged malpractice by an awarding body
* Self-Assessment Report – overall grade for 2022/23

The data shared with the Corporation was noted as follows:

* Enrolment numbers for 2023/24 to date – 2599 (2703 in 2022/23)
* Withdrawals in 2023/24 to date are 448
* Retention – students progressing from year 1 in 2022/23 to year 2 in 2023/24 total 1275 (64.7%)
* Attendance data currently 78.7%
* Punctuality data currently 96.4% (new procedures put in place to try to improve on student attendance and punctuality)
* Overall student achievement in 2022/23 reported to be a disappointing 77.3% (National Average 86%)

It was too early to know the likely funding position in 2024/25 based on 2023/24 enrolment. This would be clearer once the data return was submitted to the ESFA in early December 2023 although the formal notification would not be published until about March 2024.

In response to a question from a Member on future funding it was recalled that the Financial Plan for 2024/25 approved by the Corporation in July 2023 was based on a projection for the year of 2450 students.

It was also important to remember that 16-18 student funding was based on the lagged arrangement so there was no in-year clawback for not meeting any targets. The funding for T Levels, however, was subject to in- year clawback if actual enrolments were less than the allocation targets.

A Member asked if the College followed up on those students who withdraw in-year as to their reasons and it was confirmed that contact was attempted although it was a fact that students change their phone numbers often and do not always share these with the College.

Given the absence of the Principal & Chief Executive due to ill health the Interim Principal has requested a deferment of the forthcoming Ofsted inspection. For how long the inspection would be deferred was not known.

The alleged malpractice leading to an investigation by an awarding body had been reported to the Curriculum, Quality & Engagement Committee on 28 September 2023. A detailed action plan had been put into place by the College to seek to ensure that there could not a reoccurrence in the future.

The arrangements for the review and validation of the College SAR were explained and it was noted that, because of all of the disruption, it was not appropriate to publish a College grade. The College SAR would be a major item of business at the meeting of the Curriculum, Quality & Engagement Committee on 16 November 2023 and then the Corporation on 13 December 2023. The working draft would be shared with all Members at the Planning & Development Session on 18 November 2023 although the version circulated would be the one as presented to the Curriculum, Quality & Engagement Committee which may mean there were changes to be made before Corporation on 13 December 2023. It would, however, give all Members a good idea as to the outcomes from 2022/23 and the thinking of those who had validated this key document.

The Corporation agreed following discussion:

1. To thank the Interim Principal for the report covering a number of key issues
2. To look forward to receiving updates on the issues as and when there are developments.

**13 THE COLLEGE’S APPROACH TO RISK MANAGEMENT**

The Vice Principal Finance & Operations provided the Members of the Corporation with a presentation and training session on the College’s approach to risk management.

The following aspects of risk management were covered during the presentation:

* What is risk management?
* Risk appetite and risk tolerance
* What happens if risks are not managed
* The basis for determining risk appetite

A Member asked about the reference during the presentation to the Orange Book. It was explained that this is a key document for the Government and, specifically, HM Treasury concerning the principles and concepts of risk management. These have been incorporated into the NewVIc approach to manging risks.

The Head of Governance reported for the benefit of new Members that in July 2022 the Corporation had approved, on the recommendation of the Audit & Risk Committee, the Risk Management Policy for the period to 31 July 2025 and the College’s Risk Management Statement. The Corporation was also reminded that the College Risk Register is a standing item on the Agendas for meetings of the Audit & Risk Committee.

The Chair of the Audit & Risk Committee made the observation that all organisations face risks; they cannot be eliminated. What can be done is to seek to mitigate the potential impact of the risks by having systems and practices in place.

The Corporation agreed, following discussion:

1. To thank the Vice Principal Finance & Operations for an interesting and informative presentation on the College’s approach to risk management
2. To note the background information provided including the reminder that the Audit & Risk Committee considers at the termly meetings the College’s Risk Register which details the mitigations to reduce the level of risk for the organisation.

The Head of Governance confirmed that the presentation would be circulated to Members so that it was available for future reference.

**14 CURRICULUM, QUALITY & ENGAGEMENT COMMITTEE – MINUTES OF THE MEETING HELD ON 28 SEPTEMBER 2023**

The Corporation received and noted the Minutes of the meeting of the Curriculum, Quality & Engagement Committee held on 28 September 2023.

The Chair of the Committee highlighted the key issues from the meeting including:

* Examination Outcomes and KPIs
* Examinations and Assessments
* Quality Improvement Plan
* Safeguarding Annual Report – 2022/23

The key points with regard to student achievement in 2023 had been covered by the Interim Principal earlier in the meeting.

It had been recognised by Members that steps were being taken by the Executive to bring about the improvements in the quality of the student experience and qualification outcomes. An update would be received and considered by the Committee at the next meeting (scheduled for 16 November 2023) when other items for review would be the College Self-Assessment Report for 2022/23 and the Quality Improvement Plan for 2023/24.

A Member asked if the Six Dimensions Report mentioned in the Minutes as an item for the Agenda on 16 November 2023 would be made available for all Members and it was confirmed that it would be circulated following consideration by the Curriculum, Quality & Engagement Committee.

**15 GOVERNANCE & SEARCH COMMITTEE – MINUTES OF THE MEETING HELD ON 12 SEPTEMBER 2023**

The Corporation received and noted the Minutes of the meeting of the Governance & Search Committee held on 12 September 2023.

It was explained that the main item of business had concerned the engagement of an organisation to carry out the external review of governance – see item 17 below.

The other items considered at this meeting of the Governance & Search Committee had included:

* AoC Code of Good Governance
* Corporation Attendance – 2022/23
* Corporation Membership including the two current vacancies for Independent Members
* Confidential items of Corporation and Committee business – see item 16 below

**16 CONFIDENTIAL ITEMS OF CORPORATION AND COMMITTEE BUSINESS**

The Corporation APPROVED the recommendation of the Governance & Search Committee that the Minutes of the Joint Meeting of the Curriculum, Quality & Engagement Committee and the Finance & Resources Committee held on 30 January 2023 be no longer classed as confidential and, therefore, are made public

**17 EXTERNAL REVIEW OF GOVERNANCE**

The Head of Governance provided the Corporation with a position statement on the arrangements for the conduct of the external review of governance.

Following an invitation to submit proposals the Governance & Search Committee had agreed on 12 September 2023 to engage the AoC to carry out the external review. The original intention was to have the review in March 2024 but to secure the services of the preferred reviewer – Sandra Prail MBE – the review would now take place during the Autumn Term 2023.

A scoping meeting had taken place on 9 October 2023 attended by Sandra Prail, representatives of the AoC, the Chair of the Corporation, the Interim Principal and the Head of Governance and the following timeline had been agreed:

* Head of Governance to provide a number of governance background documents by 23 October
* Corporation Members to be invited by the AoC to complete an online questionnaire by 30 October
* Sandra Prail to attend the online meetings of the Curriculum, Quality & Engagement Committee on 16 November and the Audit & Risk Committee on 22 November
* One-to-one sessions between Sandra Prail and the Chair of the Corporation, Vice Chair of the Corporation, Chairs of Committees, Principal & Chief Executive (if available) and the Head of Governance – dates to be agreed
* Sandra Prail to attend in person the meeting of the Corporation on 13 December

The report prepared by the external reviewer would be presented to a future meeting of the Corporation so that all Members could discuss and agree the actions to be taken in response to issues raised.

In due course a note on the outcome of the review and the actions would be published on the College website.

The Corporation agreed:

1. To note the position statement provided by the Head of Governance on the arrangements for the external review of governance
2. That the Head of Governance would provide updates on any key developments so that all Members were kept informed.

**18 CORPORATION PLANNING & DEVELOPMENT SESSION – 18 NOVEMBER 2023**

The Corporation APPROVED the programme for the Planning & Development Session on 18 November 2023 subject to:

1. Noting that the SFCA would be represented by the Chief Executive
2. The day would start 15 minutes later than set out in the programme in recognition of a prior commitment of a Member so that she could attend from the start (ie the start would now be 9.30 am).

It was understood that most Members would be attending the event in person at the College with one Member joining online and one Member having submitted her apologies for absence as she will be out of the country on 18 November. .

**19 COMMITTEE MEMBERSHIP – 2023/24**

The Corporation APPROVED the membership and Chairs of the Committees for 2023/24 as set out in Appendix 1 to these Minutes.

As in previous years the appointment of the Vice Chairs was a matter for the Committees themselves.

**20 LINK MEMBERS**

The Corporation received and discussed the report of the Head of Governance which included:

* The Link Members Protocol approved by the Corporation on 12 October 2022
* The Feedback form for Members when visiting a Curriculum Area which was used by Members in 2022/23
* The proposed feedback form for Members when visiting Support Areas
* The proposed allocation of Link Members to Curriculum and Support Areas based on feedback from Members as the basis of discussion.

The report prompted a wide ranging discussion on the importance of Members not only spending time in College but being seen by staff and students by increasing their visibility. This was not limited to the Link Member arrangements but also by attending College events.

It was acknowledged that the Covid pandemic had an adverse impact on both Link Member arrangements and attendance at College events. However, this was behind us and a number of new Members had joined the Corporation since the first lockdown with all of the disruption to College life that this brought to the College.

The Student Members confirmed that they would be happy to have the Chair of the Corporation and or the Chair of the Curriculum, Quality & Engagement Committee attend, from time to time, meetings of the Students’ Union and Student Council.

The Corporation AGREED following discussion:

1. To note the current Link Members Protocol and the feedback form for Curriculum Areas which were still thought to be appropriate for the current needs of the Corporation and College
2. To increase the number of Link Members allocated to the Curriculum Areas as set out in Appendix 2 to these Minutes
3. To approve the feedback form for Support Areas
4. That the completed feedback forms be returned to the Head of Governance following Link Member visits and any other related activity with the Head of Governance arranging all interested parties to have sight including the Curriculum, Quality & Engagement Committee
5. That the Executive Director Teaching & Learning be asked to suggest possible dates for Link Members to visit Curriculum Areas after the forthcoming half-term week
6. That the Interim Principal be asked to arrange for information on forthcoming events including sports games to be forwarded to Members with as much notice as possible being given of the dates and times.

**21 FREEDOM OF INFORMATION PUBLICATION SCHEME**

The Corporation APPROVED unanimously the College’s Freedom of Information Publication Scheme for the period to 31 July 2026.

It was recognised that the Publication Scheme had been prepared with due regard to the Model provided some time ago by the Information Commissioner.

**22 GENERAL DATA PROTECTION REGULATION (GDPR) POLICY**

The Corporation APPROVED unanimously the General Data Protection (GDPR) Policy for the period to 31 July 2026.

It was explained that the Policy had been prepared in consultation with the College’s advisers – Newham Partnership Working (contact Patricia King).

In response to a question from a Member it was confirmed that staff receive training on matters associated with the GDPR including an online module which all staff are required to take.

**23 WRITTEN RESOLUTIONS**

The Corporation received the report of the Head of Governance which set out the matters approved by Members since 12 July 2023 by means of Written Resolutions:

* 25 August 2023 – That, on the clear understanding that the draft offer is accepted by the NEU and, in particular, Paragraph 10 (ending the strike with immediate effect and that it will not be resumed), we agree to halt the SPA/merger process
* 31 August 2023 – That if the NEU does not confirm by 1 September that the offer made to settle the dispute has been accepted in its entirety the team of members set up to work with the FE Commissioner’s Team is authorised:
	+ To continue with the SPA/merger process and, in particular, meetings with prospective merger partners early in October and
	+ To report back to the Corporation at its meeting on 11 October on the outcome of those meetings
* 26 September 2023 – in the absence of Mandeep Gill due to ill health to engage the current Interim Vice Principal Curriculum & Quality, Susanne Davies, as the Acting Principal of NewVIc so as to cover the role.

**24 PAY AWARD FOR TEACHERS AND SUPPORT STAFF**

The Chair of the Corporation presented a report relating to the pay award for teaching and support staff.

It was explained that the SFCA had made the following full and final offer to the teaching unions:

* An increase of between 6.5% and 8.44% on all the main scale pay points
* A 6.5% across the board increase for all other teachers including those on the leadership scale
* A 6.5% increase on all relevant allowances, including London and fringe allowances

If the SFCA offer is accepted all NJC teachers will receive a 6.5% increase except those teachers on pay point 1 as they will receive a 8.44% pay increase to move their base salary to £30,500 pa.

The Corporation was reminded in the report that the Annual Budget approved by the Corporation in July 2023 allowed for a 5% pay increase. However, since then the Government announced an increase in funding for 16-18 year olds of more than 3%. This increase was especially beneficial for Sixth Form Colleges such as NewVIc. The SFCA offer was, therefore, affordable after taking into account the increase in the rate of funding approved by the Government.

The position for support staff was that it was anticipated that an offer of a pay increase was to be made to the support staff unions on a similar basis to the one outlined above for teaching staff.

The Corporation APPROVED unanimously the recommendations set out in the report:

1. To agree to implement the revised pay rates for teaching staff with effect from 1 September 2023 subject to the SFCA’s offer being accepted by the unions
2. To agree a similar increase for support staff again subject to the SFCA’s full and final offer being accepted by the support staff trade unions.

Finally, the Corporation noted that the pay award for the Senior Post Holders would be subject to consideration by the Remuneration Committee and the presentation of a recommendation to the Corporation on, it was anticipated, 13 December 2023.

*Note: Given his age at the time of the meeting Matthew Odeyemi did not vote on this issue*

**25 DISCLOSURE & BARRING SCHEME POLICY**

The Corporation APPROVED unanimously the Disclosure & Barring Scheme Policy for the period to 31 October 2026.

In response to a question from a Member it was confirmed that having a criminal record was not an automatic barrier to employment at NewVIc. A judgement would be taken by the College on possible employment in the light of the circumstances. If information were to become available after an offer a post was made to a candidate the College reserved the right to withdraw such an offer.

**26 PRESENTATIONS FOR FUTURE MEETINGS OF THE CORPORATION**

The Chair of the Corporation invited Members to make known on an ongoing basis any suggested topics for presentations for future meetings.

The following item had previously been proposed and it was agreed that this would be considered to be addressed at a future meeting:

* Health & Safety with a focus on the role and responsibilities of the Corporation

Members suggested that the following themes could make interesting presentations:

* The course offer and its relationship to the world of work
* External organisations coming into College to provide support and relevance to course and other activities
* Student experience at the College including enrichment
* Government policy relating to the further education sector (Note: the presentation by the Chief Executive of the SFCA at the forthcoming Planning & Development Session on 18 November 2023 may cover the area)

**27 CALENDAR OF MEETINGS – 2023/24**

The Corporation NOTED the dates of the planned meetings to take place in 2023/24:

* Wednesday 13 December 2023
* Wednesday 27 March 2024
* Wednesday 10 July 2024

At this time it is planned to start meetings at 5.45pm.

It was recognised that other meetings will be arranged if and when thought to be appropriate to address issues.

The intention was for the meetings to be held in College but with an opportunity for Members to join online if they wished.

*The Student and Staff Members as well as Ebby Maps left the meeting which, it was noted, remained quorate.*

*The members of the SLT other than the Interim Principal also left at this point of the meeting.*

**28 CONFIDENTIAL ITEMS**

The Corporation considered certain confidential items as set out in the separate Minutes which are only available to the Independent Members, Parent Member when appointed and, on this occasion, the Interim Principal.

The Minutes will also be made available to the Principal & Chief Executive on his return to College.

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**Appendix 1**

**The Corporation of Newham Sixth Form College**

**11 October 2023**

**Committee Membership – 2023/24**

**Approved by the Corporation**

**Audit & Risk Committee**

* Kofo Ladele (Chair)
* Chris Folorunso
* Avnesh Pandya
* Plus at least one other when possible – an Independent Member or the Parent Member

**Curriculum, Quality & Engagement**

* Julia Shelton (Chair)
* Mandeep Gill
* Trevor Harris
* Aleeza Hasaan
* Jane Lofthouse
* Matthew Odeyemi
* Martin Rosner
* Mandeep Sahotay
* Elizabeth Scott
* Yolanda Valery
* Plus, when appointed, the Parent Member

**Finance & Resources Committee**

* Kate Towner (Chair)
* Mandeep Gill
* Sam Mendy
* Martin Rosner
* Federico Valori
* Graham Willson

**Governance & Search Committee**

* Martin Rosner (Chair)
* Mandeep Gill
* June Lofthouse
* Julia Shelton

**Remuneration Committee**

* Chris Folorunso (Chair)
* Kofo Ladele
* Jane Lofthouse
* Julia Shelton

**Appendix 2**

**The Corporation of Newham Sixth Form College**

**Link Members – 2023/24**

**Allocation of Members to Areas**

**Approved by Corporation on 11 October 2023**

|  |  |  |  |
| --- | --- | --- | --- |
| **Link Role** | **Status** | **Link Member** | **Link Manager** |
| Safeguarding | Requirement | Jane Lofthouse | David Francisdavid.francis@newvic.ac.uk |
| Careers / Skills  | Requirement  | Federico Valori  | Mahmoud WarsameMahmoud.warsame@newvic.ac.uk |
| Equality & Diversity  | Corporation decision  | Jane Lofthouse  | David Francisdavid.francis@newvic.ac.uk |
| Health & Safety | Recommended | Martin Rosner | Michael Gainlallmichael.gainlall@newvic.ac.uk |
| Foundation Learning | College Curriculum Area (includes SEN which is arecommended link area) | Elizabeth Scott | Annabelle Herringannabelle.herring@newvic.ac.uk |
| Directorate 1* English and Maths
 | College decision  | Mandeep Sahotay | INTERIMTracy Stuarttracy.stuart@newvic.ac.uk  |
| Directorate 2* Science, Social Science, Humanities, Sport and EPQ
 | College decision  | Julia SheltonGraham Willson | INTERIMFiona Johnstonefiona.johnstone@newvic.ac.uk |
| Directorate 3* Business, Tourism, Heath and Child care, ICT, Media and Arts
 | College decision  | Avnesh PandyaYolanda Valery  | Laura Kavanaghlaura.kavanagh@newvic.ac.uk |