



FE Corporation Minutes

Meeting held on Thursday 11th October 2018 at 5.30pm at Redcar & Cleveland College

Governors: Sam Beel, Phil Cook (Chief Executive and Principal), Subhash Chaudhary, Michael Duffey, Rebecca Hodgson, John Lowther, Russ McCallion, Richard Poundford, Dot Smith, Alys Tregear (staff governor and Group Deputy Head of Student Services) and Mark White (Chair)

Officials: Phil Blewitt (Managing Director, NETA), Liz Boynton (Head of Quality, Items 1-4) Jason Faulkner (Campus Principal, RCC), Mark Flannery (Director of Marketing), Lesley Graham (Campus Principal, SRC), Phil Hastie (Executive Director, Planning and Infrastructure), Mick Hickey (Executive Director, Quality and Standards), Adam Howe (Governance Support Officer), Mandy Morris (Vice-Principal, Curriculum and Development), Gary Potts (Director of Business Engagement), Ben Robinson (Campus Principal, Bede), and Sarah Thompson (Clerk to the Corporation)

Apologies: Rob Mitchell and Norma Wilburn

(Meeting commenced at 5.30 pm)

The Chair welcomed all members to the board meeting and introduced Lesley Graham (Campus Principal, SRC).

18/82 Item 1 – Governing Body Membership

The Clerk informed members that since the circulation of her report the student governor candidate for Redcar and Cleveland College (RCC) had withdrawn due to personal reasons and as such no appointments would be made at this meeting. An action plan was in place to recruit a replacement student governor for RCC. Student governor nominations for SRC were going to ballot which would take place between Monday 15th and Monday 22nd October 2018. One applicant had withdrawn, meaning that three students were on the ballot, two students from SRC Bede and one from SRC Teesdale.

Members noted the report.

18/83 Item 2 – College Strategic Direction and Merger Implementation Update

[Redacted]

The Corporation Chair, Chief Executive and Campus Principal had also presented to representatives of Redcar and Cleveland Borough Council on 24 October 2018 and this had been a very positive meeting.

The update was received and noted.

18/84 Item 3 – Restructuring Fund Monitoring

The Chief Executive and Principal spoke to his pre-circulated report and provided the following updates regarding RCC.

- The Campus Principal, RCC has made good progress in filling vacant posts.
- Investments in IT, the Sports Hall and gym at RCC were also going well.
- Performance was improving, with achievement rates improved [redacted] but not yet at national rates.
- Recruitment was in line with the college's profile. Once the recruitment cycle had closed, accurate data would be available.
- [Redacted] There were no areas of concern.
- Good progress had been made with restructuring of departments. Catering and Faculties reviews were complete, with two thirds of support staff team reviews also complete with no significant issues. Curriculum staff terms and conditions were being reviewed one department at a time and almost all curriculum staff would receive a salary increase on transfer to SRC terms and conditions. There was a reasonable level of confidence that this would all be delivered within the timescale.
- A governor had spoken to the Executive Director, Finance on the best way to report on finances. A report on this would be presented at the next Merger Implementation Group (MIG) meeting.

A governor asked a question concerning the longevity of external expertise relating to merger [redacted]. It was suggested that the two external members would likely seek to stay involved for the first year post merger. {redacted]

The Chair asked the Executive Director, Planning and Infrastructure for an update [redacted] The Executive Director, Planning and Infrastructure advised that spending was going well, new white boards had been installed and new desktop computers were being installed ASAP. Wi-Fi and Telephony would be upgraded in the next few months.

The report was received and noted

18/85 Item 4 – 2017-18 College Performance

The Head of Quality spoke on her report regarding College performance in 2017-18. Final figures showed that the SRC position was good with 16-18, 19+ and apprenticeship outcomes all above the national average. RCC position had significantly improved but figures were still below the national average. Staff at SRC and RCC were to be applauded in their efforts with particular emphasis on the efforts of the English and maths team, vocational teams across SRC and Bede, HE and Health and Care team and NETA 16-18 provision. Performance was above national rates at group level.

The Campus Principal SRC, commended the results stating that they were good already but that to make the improvements was outstanding. The Managing Director, NETA added that it had been a difficult year for NETA but that they were now in a strong position. A governor congratulated SMT as they could have been easily distracted by merger considerations but weren't and another governor commented on their pleasure that RCC had achieved good improvements.

The report was received and noted.

The Head of Quality left the meeting

18/86 Item 5 – College Improvement Plan – Progress achieved 2017-18

The Executive Director, Quality and Standards spoke on his report. He highlighted that value added outcomes for second year A level students were expected to be low, due to the previous use of linear A-Levels. AS levels currently had good value added but the challenge was continuing this into A2 and continuing the upward trend.

The Campus Principal, Bede spoke on the strategy to address value added issues at SRC Bede. More rigour had been added to year 12 and 13. Students had been matched to courses more closely based on current achievement and the inclusion of vocational pathways had allowed for more flexibility. The ethos behind the reward system at Bede had also been changed to include student behaviours such as aspiration, resilience and going above and beyond. A value added tracker had been introduced which allowed for more transparency and curriculum time had changed. Students now had 4.5 hours on group activity and 0.5 hours on AST. The Chair asked how the open evening had gone. The Campus Principal confirmed that it had gone well, footfall had been lower than expected but application numbers were strong. The Director of Marketing added that a member of the Tees Valley Combined Authority had attended the open evening with her daughter and had been impressed with the event and with the opening remarks from the Campus Principal, Bede and had tweeted about it. Members noted that this was good coverage for SRC Bede. The Executive Director of Quality and Standards continued, adding that the overall value added score for BTEC programmes was disappointing but that this was based of the internal system and not official data.

In respect of the English and maths improvement plan, students were offered either GCSE or Basic Skills based on where the College felt they could make progress. Improvements had been made and scores in this area were well above the national average. A governor asked if the tabled organisational chart indicated a vacancy for an English and maths programme area leader. It was advised that there was no gap.

Members received and noted the report.

18/87 Item 6 - Recruitment and Progression

The Director of Marketing spoke on his report, highlighting the following:

- RCC - 16-18 recruitment had been good. Recruitment currently was [redacted] over target, thanks to the very strong marketing team that had been put in place. In response to a governor's question around how school liaison would work in Redcar, it was advised that it was early days but that an account manager model was being implemented which had been well received by schools. The Campus Principal, RCC confirmed that he had been out talking to Head Teachers as well which had strengthened the relationship.
- SRC – 16-18 recruitment was also positive.
- Group target would likely be achieved.
- NETA was a focus area. Recruitment had doubled from last year. Collaborating with Bede to provide hands-on experience for students wanting to go into the engineering industry.
- The College was seeking to improve visibility around internal progression and students were being spoken to earlier about progression onto second year of study. A progression dashboard had been created for Heads of department, allowing them to monitor progression more closely and ensure action was taken sooner.
- 19+ recruitment for SRC and RCC was going well, marketing had door dropped leaflets to over 91,000 properties across Stockton and Redcar.
- Apprenticeship recruitment seemed to be going well but it was early days.
- There were concerns regarding Higher Education recruitment. There was an opportunity to increase numbers with a January intake.

The Director of Business Engagement added that he was comfortable with the current level of apprenticeship recruitment.

A governor asked if there was data on where learners were coming from. The Director of Marketing advised that it was too early to analyse the data but once RO4 had passed, a postcode analysis would take place. A Staff Governor added that the links with local transport companies had allowed learners to be recruited from further afield.

The report was received and noted.

18/88 Item 7.1 – Safeguarding Update

The Executive Director, Quality and Standards spoke to his report advising that all staff had completed safeguarding training. Training was now online which was going well and allowed for much more efficient completion of the training instead of the old face to face system. Staff transferred over from RCC had also completed Safeguarding and Prevent training, however annual updates were not required under previous Redcar arrangements. RCC staff would now be updated annually with the first annual training update commencing in October 2018.

The structure of Student Services and the safeguarding team had changed with Mark Moore (MM) being appointed as Group Head of Student Services and Alys Tregear (AT) as Deputy Group Head of Student Services. MM would be the designated safeguarding lead at SRC and AT would be the designated lead at RCC.

The review of Child Protection Online Monitoring Software (CPOMS) had been put on hold while systems were embedded across the newly merged College group. However, this was a good system and had impacted positively on the College's safeguarding practice.

NETA was commended for its Health and Safety approach being described as 'First Class'

A governor asked why 40 safeguarding cases at RCC were not assigned a RAG rating, was it due to CPOMS? AT advised that out of the 40, eight cases were being monitored until CPOMS had been fully integrated at RCC. She clarified that a red rating could relate to the severity of the case or the frequency of required interactions and contact but the safeguarding cases across the group were reviewed weekly.

The report was received and noted.

18/89 Item 7.2 – Feedback from Safeguarding Link Governor

This item was deferred to the next meeting in the absence of the Safeguarding Link Governor.

The Chair asked for an update on how combating radicalisation was going at RCC. AT advised that it was embedded within the curriculum and that a new staff member had been appointed to the role of Tutorial and Enrichment Officer at RCC and that this would fall under his remit. Overall awareness was very good.

18/90 Item 8 – Higher Education

The Executive Director, Quality and Standards spoke to the draft Higher Education Strategy that had been previously circulated, highlighting to members that it was very much work in

progress. The strategy focused on growth and working closely with Teesside University. The strategy also focused on the relationship with Teesside University and what both SRC and Teesside University could contribute to the partnership. A main point of the Strategy was to introduce a 'Passport' system which would guarantee SRC students a place or at least an interview for a Teesside University course. The Strategy also highlighted that University Certificates of Continuing Education (UCCE) were currently small scale and that there was local competition from HNCs. The College needed to explore, for example, higher level apprenticeships and how this linked with business engagement.

A governor asked if the strategy correlated with recruitment figures. It was advised that there had been low recruitment to some courses, but the Strategy was in line with recruitment figures. Another governor asked why SRC was linked to Teesside University and not to other universities? The Chief Executive and Principal advised that SRC had been in a relationship with Teesside University for a long time and that there was an exclusivity condition within the agreement and contract with Teesside University. There were also benefits for students, for example, access to the library and other facilities. The Chair added that Teesside University had invested £1.5 million into the development of the SRC campus and asked if there could be a possibility of this happening again. The Chief Executive and Principal suggested that, if the HE Strategy was exciting and engaging, future investment from Teesside University was a possibility but could not be guaranteed and/or relied upon.

A governor asked if the Passport System was likely to happen due to the partnership. This system had been in place before so what had changed? The Chief Executive and Principal advised that this was part of a process of refining and discussing mutually beneficial partnerships going forward. The Director of Marketing added that there was lots of uncertainty with Brexit and the ability to recruit international students, therefore the need to focus on UK students which Teesside University would need to consider.

The Chair advised members that the Chief Executive and Principal had been invited to meet with the Secretary of State for Education, Damian Hinds, along with the Vice-Chancellor of Teesside University, members of TVCA and Academy Trust Heads to discuss a new scheme to raise aspiration among young people in the North East. The meeting had gone well and the Secretary of State had listened to what people had to say.

The strategy was received and noted.

18/91 Item 9 – Business Engagement Strategy

The Director of Business Engagement spoke to his previously circulated Business Engagement Strategy. The main foci of the strategy were to expand current college engagement with local business and stakeholders; develop relationships with key employers; be the provider of choice; improve quality; and achieve overall growth in apprenticeships. The strategy identified how the College would align its offer with the

identified TVCA priority areas for employment. It also noted outlined how the College would differentiate itself from competition in the Tees Valley. Members noted links to the HE Strategy in terms of Higher Level Apprenticeships. In terms of staffing, the strategy proposed to appoint a Head of Commercial at RCC, and Head of Apprenticeships. Finally, the Strategy highlighted the potential use of corporate hospitality to enhance the offer, for example, use of performing arts or catering activities. The strategy covered six key strategic aims and each aim had an action plan in place. Governors had been involved in the development of the strategy and the majority of their suggestions had been incorporated into the strategy.

A governor highlighted that it would be helpful to see a value allocated against the apprenticeship learner numbers within the strategy. Another governor added that the strategy was central and core to what the College should be doing. PD Ports was highlighted as a great example of how SRC engages with local businesses and it was suggested that case studies could be used to give a sense of the top five employers working with the College.

The strategy was received and noted.

18/92 Item 10 – Corporation Minutes and Actions

Governors **agreed** to:

- i) approve the minutes of the Corporation meetings held on 5 and 26 July 2018 and 30 August 2018 as an accurate record for signature by the Chair;
- ii) receive notes of a Governor Workshop held on 6 September 2018;
- iii) note progress against agreed actions.

18/93 Item 11 – Subsidiary Company Boards/Committees and Task and Finish groups

Minutes of meetings of the following committees and task and finish groups had been circulated:

- NETA Board meeting held on 28th September 2018
- TVC Board meeting held on 28th September 2018
- Audit Committee meeting held on 20th September 2018
- Search and Governance Committee meeting held on 27th September 2018

As agreed at the governor workshop, 'Key Themes' from each committee had been provided in the form of a cover report that had been previously circulated. The Chairs/Vice-Chairs of each committee gave a brief overview of these 'key themes'.

Governors **agreed**:

- i) to receive and note the minutes of the above committee meetings;

- ii) that the Corporation Chair and the College Principal should sign the regulatory audit self-assessment questionnaire;
- iii) that the College's risk management process for 2017-18 had been effective;
- iv) that the Standards Improvement Committee should flag any risks relating to improvement levels for English and maths to the Audit Committee;
- v) that student governor recruitment should be a breakout session at the strategic seminar in February 2019;
- vi) that a note of thanks should be sent to TVC for the excellent provision of food at Board and Committee meetings.

It was also **agreed** that the Key Themes of each committee was helpful and that it should continue.

John Lowther left the meeting at 19:15

18/94 Item 12 – Audit Matters

Members received and noted the Annual Report of the Audit Committee 2017-18, including the appended report from the internal auditor, ICCA, and **agreed** that this should be submitted to the Education and Skills Funding Agency in line with funding requirements.

18/95 Item 13 – Health and Safety

The Executive Director, Planning and Infrastructure, presented the circulated report. It was highlighted that the increase in reported accidents was due to the change in reporting mechanisms as opposed to an increase in accidents. A governor suggested it would be helpful to see frequency rates for yearly comparison. It was advised that NETA currently did this and SRC would look to copy their best practice. Another governor asked if there was data available to provide a comparison to other colleges. The Executive Director, Planning and Infrastructure advised that national benchmarks had been previously published and agreed to ascertain the current position. The Executive Director and Principal advised the board that a staff member had recently been involved in an accident at work relating to the use of a set of stairs. The board sent its best wishes to the staff member. In response to a query, it was clarified that the catastrophic failure of furniture related to chains snapping and it was confirmed that furniture was now being replaced.

The report was received and noted.

18/96 Item 14 – Committee membership and terms of reference/Link Governor Roles

Members noted the circulated report regarding changes to committee membership and terms of reference and **agreed**:

- i) that Alys Tregear be appointed to the Search and Governance committee with immediate effect;

- ii) to approve the proposed amendments to the terms of reference for the Audit, Finance and Employment, Merger Implementation Group, Remuneration and Search and Governance Committees;
- iii) that the terms of reference for the Standards Improvement Committee would first be viewed and agreed at the committee meeting on 7th November 18 before coming to the Corporation for ratification on 22nd November 18;
- iv) to approve the updated role description for the Safeguarding Link Governor;
- v) that Norma Wilburn would continue as the Safeguarding Link Governor.

18/97 Item 15 – Governance Updates

The Clerk spoke to her report regarding governors' attendance for the year 2017-18. Overall attendance in 17-18 was 84% against a target of 80%, two governors had 100% attendance in 17-18, Michael Duffey and Michelle Stephenson.

The report was received and noted.

18/98 Item 16 – Remuneration Code Consultation

The Clerk spoke to her report on the Remuneration Code Consultation and explained that governors were being asked to agree the College response to the consultation questions and that the response should be submitted in the name of the Remuneration Committee Chair.

Governors:

- i) **agreed** the circulated response and that this should be submitted in the name of the Remuneration Committee Chair by the deadline of 23rd November 2018; and
- ii) **noted** the intention to amend the AoC Code of Good Governance Section 9, Remuneration of Senior Post Holders and introduce a Remuneration Code for Colleges.

18/99 Item 17 – Any Other Business

The Chief Executive and Principal advised members that the Staff Christmas Seminar was taking place at Yarm School this year due to the increased number of staff. The seminar would include staff awards this year. There would be six awards in total which would be nominated and won by staff. Senior managers would not be included in the awards. Governors **agreed** to be part of the judging panel. The Clerk and Governance Support Officer **agreed** to send out a reminder e-mail to all governors regarding the date of the seminar.

18/100 Item 18 – Approval of Documents for Public Inspection

It was **agreed** that the agenda and supporting documents for the current meeting be made available for public inspection with the following exceptions:

- [Redacted] Monitoring Report, College Improvement Plan, Recruitment and Progression report, Higher Education Strategy, Business Engagement Strategy, and Internal Audit Strategy which was deemed commercially sensitive
- Achievement rate performance, which would be published at a later date once validated data was available
- Committee and subsidiary board minutes pending approval by the relevant committees and boards
- Safeguarding report and confidential sections of Corporation minutes, which included sensitive details relating to individuals

18/101 Item 19 – Date, time and venue of next meeting

The next meeting would take place on Thursday 22nd November 2018 at 5:30pm in Room 129 at SRC Bede

18/102 Item 20 – Key Themes

The Chair agreed the following key themes in liaison with the Clerk and Governance Support Officer.

- College performance with particular attention to Value Added and Recruitment
- Safeguarding
- Business Engagement and HE Strategies
- AoC Remuneration Code Consultation Response

The meeting finished at 19:30

Signed.....(Chair) Date.....