



DRAFT FE Corporation Minutes

Meeting held on Monday 12th March at 4.15pm in The Maureen Taylor Conference Suite, SRC2

Governors: Phil Cook (Principal and Chief Executive), Subhash Chaudhary, David Craig, Michael Duffey, Russ McCallion, Richard Poundford, Michelle Stephenson, Mark White (Chair) and Norma Wilburn

Officials: Liz Boynton (Head of Quality), Michelle Elliott (Director of Business Development), Jason Faulkner (Vice Principal: Curriculum), Mark Flannery (Director of Students), Paul Flynn (ICLT Development Manager), Robert Griffiths (Turnaround Director), Phil Hastie (Vice-Principal: Corporate Planning and Performance), Mick Hickey (Deputy Principal), Paul Hiser (HR Director), Mike Loftus (Project Manager), Sarah Thompson (Clerk to the Corporation) and Tracy Thomas (Governance Support Officer)

Apologies: Sana Chaudhary, Joshua Clarke, Rebecca Hodgson, Fiona Sharp (Finance Director)

(Meeting commenced at 4.15 pm)

The Chair welcomed members. Officials and staff governors were not present for Item 1.

18/1 Agenda Item 1 – CONFIDENTIAL: Senior Post Holder Appointments

Members were reminded of the parliamentary requirement that the positions of Principal and Clerk to the Corporation, along with positions designated as Senior Post Holders, were appointed by the Board. A Senior Post Holder structure had been discussed and endorsed by members at the Governors' Strategic Seminar (2nd/3rd Feb 2018). Senior Post Holder appointment interview panels would be chaired by Mark White with substantial board presence. In response to a governor's query the Principal confirmed that interviews were competency based and the selection process would be fair, reasonable and appropriate. Governors were being selected for interview panel according to their particular areas of expertise/skills sets. Job Descriptions were under consideration and scheduled for completion over Easter. In response to a query from the Chair, the Principal reported that senior staff had been briefed and feedback had been encouraged. There was some discussion about anticipated numbers of internal applications and it was felt desirable that internal candidates apply for two posts maximum.

The report was received and members **approved** the interview structure and proposed Selection Panels.

The following paragraph was deemed confidential and is included in the confidential appendix.

Members noted the additional item.

Officials and staff governors joined the meeting and the Chair welcomed all. A brief overview was provided about Maureen Taylor MBE, a prominent and influential member of the local community and former SRC governor, after whom the meeting room had been named.

18/2 Agenda Item 2 – General Data Protection Regulations (presentation)

The ICLT Development Manager presented his report providing key headlines of the GDPR which had been in place since 2016, but which would become enforceable from May 2018. A full training session for staff was available and governors were encouraged to ask questions, either during the presentation, or by email afterwards to paul.flynn@stockton.ac.uk.

Members were advised that the GDPR regulations applied worldwide and would be enforceable post-Brexit. An online data mapping tool which was being extensively and successfully used was described. The ICLT Development Manager was the College's designated Data Protection Officer, in line with the requirement for every public body (and those private bodies that process a lot of personal data) to have such a role, with the VP:CPP SLT lead for data protection. The structure of fines for non-compliance was given and members were advised that full staff training would have taken place by 25th May 2018. Policies were in place for data breaches, porting and erasure; with staff utilising the mapping tool to look at what kind of data was being collected and to whom this was accessible. Training was being undertaken at Redcar and Cleveland College (RCC) whose data mapping was in progress and would comply with SRCs. New data collection forms would be GDPR compliant and were being updated by Heads of Departments (HODs) and a GDPR audit had been scheduled for 14th April 2018. In response to a governor enquiry the ICLT Development Manager advised members that the audit would be undertaken by himself and the VP:CPP who interjected that internal auditors ICCA were also planning an audit in advance of the compliance date. This would require Audit Committee approval. Governors were assured that work on the GDPR was being undertaken across the college at group level. Governors discussed the possibility of GDPR impacting on students and no detrimental effects were anticipated. The enrolment form was deemed to be fundamentally important and consideration was being given to post enrolment information received (e.g., regarding medical conditions).

Governors noted the report.

18/3 Agenda Item 3 – Corporation minutes and actions

Minutes of the Corporation meeting held on 14 December 2017 were formally **approved** as an accurate record of the meeting.

A summary of governor feedback from the Governors' Strategic Seminar and notes of the following meetings had also been circulated and were **received** and **noted**:

3.2 Governor Workshop held 18 January 2018

3.3 Governors' Strategic Seminar held 2 to 3 February 2018

The Clerk to the Corporation advised members that Fiona Sharp would be designated lead for the 2019 Seminar and that, following feedback, an alternative venue would be sought.

3.3.1 Confidential notes of Strategic Seminar – Redacted

The following action progress updates had also been circulated:

3.4 FE Corporation actions

3.4.1 Confidential FE Corporation actions

There were no matters arising.

18/4 Agenda Item 4 – Subsidiary Board and committee meetings

Minutes of the following meetings had been circulated and were received and noted:

4.1 Standards Improvement Committee 8 November 2017

It was noted that the next SIC would seek to appoint a new Vice Chair.

4.2 Search and Governance Committee 25 January 2018

4.3 NETA Board 2 February 2018 (informal meeting)

18/5 Agenda Item 5 – Instrument and Articles of Government

The Clerk to the Corporation proposed changes to the Instrument and Articles of Government to update, remove obsolete references and change the process for appointing Senior Post Holders. The consultation period to commence on Thursday 15th March 2018.

Governors **agreed** to:

- i) consult on amendments to the Instrument and Articles of Government and
- ii) amend the Instrument and Articles of Government in principle, subject to any comments received via the consultation process.

18/6 Agenda Item 6 – Committee and Corporation Membership and Development

The Clerk to the Corporation presented her report. Governors were asked to:

- i) agree the priorities for governor recruitment as recommended by Search and Governance Committee;
- ii) agree that an approach should be made to Redcar & Cleveland College board to ascertain the skills of any governors interested in joining the SRC Corporation before external recruitment processes were initiated;
- iii) agree recommendations in respect of staff and student governor appointments post-merger;
- iv) note the proposal to consider extending Michelle Stephenson's term of office if merger was delayed;
- v) note the potential for Corporation or committee membership to include a nominee of the Sir William Turner Trust following merger;
- vi) appoint an existing Audit Committee member (Russ McCallion) to the Finance and Employment Committee with immediate effect;

- vii) note governor training and development undertaken and planned;
- viii) report on any attendance at College and relevant external events.

Governors received and **agreed** to the above recommendations.

An additional report had also been circulated asking members to agree a recommendation of the Search and Governance Committee to reappoint David Craig as a governor for a term of office to 11 May 2018 to allow his participation in senior post holder interviews.

Governors **approved** David Craig's reappointment as a governor to 11 May 2018.

18/7 Agenda Item 7 – Calendar of Meetings 2018/19

The Clerk to the Corporation presented a draft Calendar of Meetings for feedback. The Calendar will be formalised at the next FE Corporation agenda where it will be presented alongside a schedule of business.

The information was received and noted.

18/8 Agenda Item 8 – Chair's Appraisal

The Clerk to the Corporation presented a draft Chair's Appraisal Questionnaire and asked governors to agree an appraisal process for the Corporation Chair.

The Chair considered one of the key roles of the post to be a combination of mentoring, supporting and challenging the Principal and governors were asked to craft a question around this for future appraisals.

Governors **agreed** to the proposed process and questionnaire for appraisal of the Corporation Chair and **agreed** to return questionnaires to the Clerk no later than 29 March 2018.

18/9 Agenda Item 9 – Safeguarding Update

The Deputy Principal spoke to his report and advised governors that, since the last meeting, Mark Moore (Head of Student Services), had been appointed Designated Safeguarding Lead.

Attention was drawn to page 6 of the report which focussed on *NETA Learner Safety*. Members were advised that, at NETA, responses to survey questions relating to safety, had been less positive than the College average. Although there were no immediate concerns, the Deputy Principal felt it necessary to ensure that NETA learners were as satisfied about safeguarding procedures as other learners.

The VP:CPP reminded members that H&S was one of NETAs KPIs and very much the focus of NETA Board. There was also noted to be a high level of compliance around mandatory training.

Both Richard Poundford and Norma Wilburn expressed a desire to meet with Mark Moore. Clerk to the Corporation to facilitate.

The update was received and noted.

18/10 Agenda Item 10 – Equality and Diversity Annual Report

The Deputy Principal presented the annual Equality and Diversity report which had been delayed due to the Ofsted inspection. At the request of governors a section had been included to highlight their contribution.

In order to ensure quality improvement in Equality and Diversity, it was felt important to close performance gaps; particularly with relation to students with learning difficulties and disabilities. Monitoring was in place for 16-18 white British learners and mechanisms were under consideration to close the performance gap in this group. It was noted that, although performance had improved and was above national figures, further work was needed.

In response to a challenge from governors the Deputy Principal agreed to include them, as a group, in future tables analysing equality. Governors commended the report.

Governors asked SLT to consider whether gender pay gap information should be provided in the Equality and Diversity Report and to what extent.

Concern was expressed by governors about the rise in home educated students and the VP Curriculum provided some background information on the rise locally and nationally, which had seen parents of some year 10-11 learners, unhappy with systems/processes in academies, opting to leave. The Local Authority were reportedly meeting to discuss the rise in school exclusion rates. A rise in Key Stage 3 parents following suit was also noted. The VP:C reported that SRC would not be applying to become a direct enroller of 14-16 year olds but would support the Local Authority wherever possible in doing so and felt that between 10 – 15 learners in this category was reasonable.

Governors **approved** the annual equality and diversity report for publication.

18/11 Agenda Item 11 – Gender Pay Gap

The HR Director presented his report on the Gender Pay Gap. Members were advised that by the end of the month a report was required to establish the mean average pay gap and the pay gap by quartile.

The mean average pay gap between men and women was reported. Critical factors were felt to be that cleaners, apprentices and learning support assistants were almost exclusively women and the majority of the SLT men. Considered by quartile however (where pay range was divided into four) there was a higher percentage of women in the higher quartile as well as in the lower quartile.

The HR Director assured governors that SRC did not discriminate by gender and paid a rate for the job; a job evaluation scheme having been implemented. It was suggested by a staff governor that there would be a narrowing of the pay gap with the rise in the minimum wage and the HR Director concurred with this.

The Chair requested that the HR Director highlight any areas of concern and was assured that the HR Director had complete confidence in its job evaluation scheme and recruitment processes. In response to a query from governors, the HR Director advised that an analysis had been undertaken as to whether men progress more quickly through pay bands than women and it had been found not to be the case.

Governors felt it important that this information be communicated to staff and encouraged SLT to consider a strategy for doing so.

The report was received and noted.

Sarah Thompson left the meeting.

18/12 Agenda Item 12 – Proposed Merger

Robert Griffiths, Turnaround Director and Mike Loftus, Project Manager joined the meeting and were introduced to the Board.

The Chair reported that the proposed merger “continued apace”. The Merger Implementation Group was meeting regularly. Progress in terms of due diligence around work-streams and assistance given to RCC from SRC under SLA was good. Stakeholder meetings remained positive. The Principal, along with the Chair and governor Richard Poundford had attended the Better Health at Work Awards and received wholly positive feedback from both the leader and Chief Executive of Redcar & Cleveland Borough Council. The Business Case had been presented at RCC Board as well as MIG.

12.1 Minutes of Merger Implementation Group meetings 24 Jan and 7 Feb 2018

Governors received and noted the minutes.

12.2 Merger Update (verbal)

The Principal reported that the Transaction Unit and both local authorities remained committed to the merger. A meeting with the ESFA had been particularly supportive. The Deputy FE Commissioner was scheduled to visit RCC on 13th March. A presentation had been made to Redcar & Cleveland Borough Council senior management and a briefing had been provided to the Stockton Borough Council Chief Executive. Tees Valley Combined Authority were particularly committed to the merger and negotiations were underway to secure almost £1M investment in RCCs IT capacity. Rapid improvement had been noted at the Ofsted re-inspection for RCC although improvement was still required in some areas. At RCC retention appeared high and attendance had improved significantly with work still to do. A risk assessment, carried out by the Principal, had highlighted positive momentum along with real challenges. A Higher Education inspection had taken place. The Principal reported that he was attending RCC Board as an observer and acknowledged a degree of improvement at board level. It was felt worth noting that there were still significant challenges with systems, processes and staff although the Principal assured governors that there were no unforeseen areas of concern at the moment. Staff stress related absence was increased and this had been anticipated.

12.3 Business Case

This item was deemed confidential and is included in the confidential appendix.

Members received and noted the Business Case.

Mike Loftus and Robert Griffiths left the meeting.

Liz Boynton joined the meeting.

18/13 Agenda Item 13 – Progress Update against 2017-18 Improvement Plan (Summary)

The Deputy Principal spoke to his report noting that value added was progressing well. Governors were asked to pay particular attention to the addition of a range of vocational subjects at SRC Bede with the objective of ensuring a curriculum offer fit for the needs of learners. It was felt that this would improve the college's position in terms of progress and accountability. The English and maths Improvement Plan, Section 5, page 2, was felt to be noteworthy in that the college had recruited an advanced practitioner for mathematics, following considerable difficulties in recruiting to the post. A progress coach was now in place and focussed on driving up attendance. Attendance, though marginally up, required constant attention and all managers were focussed on this concern.

Whilst acknowledging the need to support NETA and childcare in this respect, the Director of Students described the general approach to progression to be "very strong" for 16-18s.

In response to a question from the Chair around attendance, Staff Governor, Michael Duffey described PALs as "extremely focussed" in this area, which was a standing agenda item at meetings.

The VP:CPP noted that the linking of the finance system to the dashboard had not been achieved; primarily due to key staff involvement with the HR/payroll system.

16-18 recruitment applications were described by the Director of Students as strong and offers accepted at both SRC and SRC Bede had increased.

Governors received and noted the update.

18/14 Agenda Item 14 – Attendance, retention and progress

Highlights of the Attendance, retention and progress report were presented by the Head of Quality who described a "mainly positive" position.

The 16-18 education and training concerns related to issues from the previous year (two year 'A' level course) with improvement in retention by [redacted] in other areas required in order to compensate for this. 19+ retention was high. There had been a dip in Apprenticeships retention at Level 2 but these may still be higher than national achievement rates. The Principal raised end of year timely achievement rates for Apprenticeships and was advised that Level 2 overall achievement was [redacted]

There were still some students at NETA for whom it had not been possible to establish progress so it was unclear whether they would pass and if so, when.

The VP:C reported good progress in work experience, in particular vocational and noted that NETA were making good progress. A report would be published in Spring.

The update was received and noted.

18/15 Agenda Item 15 – Quality of Teaching, Learning and Assessment

There were no major concerns in this respect. Staff development was progressing well. NETA was described as an area of concern, although progress was being made and there were plans for them to join in graded observations before Easter. Bede was progressing well and it was predicted that grades in value added should improve.

The following paragraph was deemed confidential and is included in the confidential appendix.

The Deputy Principal reported that FE Associates had been engaged to manage Principal recruitment at SRC Bede and the Chair enquired as to the effectiveness of temporary arrangements. It was reported that the interim post holder was doing well although there were still the perennial issues of covering for staff sickness, predominantly due to the thin layer of staff. The Chair undertook to visit SRC Bede.

There was some discussion around the list of 21 Outstanding teachers with governors noting that English was well represented.

In response to an enquiry from the Chair, the Head of Quality described consistency as the thing most pleasing about her portfolio.

The Principal, having attended a Principal's Learner Forum with Russ McCallion described a great deal of positivity around teaching and learning experiences. Although NETA was felt by the Head of Quality to have "some distance to go to get to the same level", it was felt that they were making progress. Value added was identified by the Principal as the College's big organisational challenge and it was felt that this was reflected within the report.

The report was received and noted.

18/16 Agenda Item 16 – Recruitment Update

The Director of Students presented a Recruitment Update. The Prince's Trust, BDU and English and maths were particularly challenged and issues were being addressed through BP. Early application data was positive with significant growth in applications across SRC. Conversion was deemed to be the focus now. NETA projections for September were strong. In response to a question from the Chair open days were described as improved with significant progress having been made in social media. NETA open days had been particularly well attended and received with good feedback from staff and attendees. The School Engagement Team were commended for their excellent work.

The update was received and noted.

18/17 Agenda Item 17 – Any Other Business (verbal)

There were no items under Any Other Business.

19/18 Agenda Item 18 – Approval of Documents for Public Inspection

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

- Confidential Senior Post Holder Appointments report
- Confidential notes of Strategic Seminar
- Confidential Corporation Actions
- College Improvement Plan; retention, attendance and punctuality data; and recruitment data, which were deemed commercial in confidence;
- Staff names related to teaching and learning observation outcomes, as this was personal information;
- Committee meeting minutes pending committee approval;
- Business Case as this was deemed commercial in confidence

18/19 Agenda Item 18 – Date and time of next meeting

Thursday 26th April 2018 at 5.30pm, Stockton Riverside College, Room 301 (Governor Workshop and special meeting)

(The meeting ended at 7.20pm)