THE FURTHER EDUCATION CORPORATION OF MIDDLESBROUGH COLLEGE

GOVERNING BODY

Minutes of the Governing Body Strategic Planning Day held on Friday 15 September 2017 at 10.00 am in the Board Room (4.026)

Present  Mr Rob Davies (CG and Chairman)

Mrs Andrea Waller-Amos (Staff Governor - Business Support),
Mr Trevor Arnold (CG), Mr John Autherson (CG), Mrs Moira Britton (CG),
Mrs Diane Cleves (Staff Governor - Academic), Mrs Carol Cooney (CG),
Mr Ashley Coleman-Cooke (CG), Mr Andrew Dyne (CG),
Miss Marina Gaze (CG), Mrs Zoe Lewis (Principal / Chief Executive),
Mr Andrew Malcolm (CG), Mr Tom Courtman-Stock (Student Governor),
Mr Peter Studd (CG)

External Members

Mr Francis Hayes (External Member)
Miss Sarah Shepherd (External Member)
Mr Sandy Wilson (External Member)

Officers  Mr Richard Atkinson (Clerk), Mr John Chance (VP),
Mr Gary Cumiskey (DP), Mrs Carolyn Kipling (VP), Mrs Jane Steel (AP),
Mr Peter Wilson (MD)

Key  CG - College Governor  EM - External Member
Clerk - Clerk to the Corporation  DP - Deputy Principal
MD - Managing Director  VP - Vice Principal
AP - Assistant Principal  DOP - Director of Programme

The Chairman of Governors welcomed Mr Sandy Wilson (External Member) to his first Governing Body Strategic Planning Day, following his appointment as an External Member of the Corporate Services Committee on the 20 May 2017.

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<td>17/046</td>
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<td><strong>ITEM 1 - APOLOGIES</strong></td>
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<td>Ms Shahda Khan (CG)</td>
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External Members

Mr Aslam Hanif (External Member)
Mr Andrew Stephenson (External Member)

| 17/047 |
| **ITEM 2 - DECLARATION OF INTERESTS** |
| None. |
ITEM 3 - STRATEGIC PLANNING OVERVIEW & KEY QUESTIONS

The Chairman of Governors and Principal / Chief Executive then provided an overview of the day, with a number of areas to be discussed, as detailed below:

- Governance 1:1 Feedback.
- Quality / Results Up-date.
- Teaching, Learning & Assessment Up-date.
- Governance SAR.
- Northern Skills Group Up-date.
- Enrolment Update and Financial Overview.
- Higher Education Up-date.
- Safeguarding Up-date.
- Safeguarding Training.
- Strategic Planning Workshop and Industrial Summit.

In terms of the key questions being posed by the Chairman and Vice Chairman of Governors, these had been shared with Governors prior to the meeting, with a view that Governors had opportunity to reflect on the College’s performance, the Governing Body’s performance and their own individual performance in 2016 / 2017.

“Governors are very clear about the strengths and weaknesses of the College, and they monitor underperforming areas regularly and effectively, taking swift and decisive actions to address any concerns. Governors are actively involved in celebrating the successes of learners and staff”.

How would you rate us against this criteria and why, what more do you/we need to do to demonstrate this?

You have had an opportunity to review our draft Governance SAR - What grade would you give us and why?

Have you personally triangulated your assessment of College management progress? How and when - frequency and methodology?

On reviewing your performance - What grade would you give yourself?

How do you intend to improve your attendance and contribution in the coming year?

The Chairman of Governors then stated that these questions would form part of the discussion later in the agenda, under Governance Self-Assessment, once the Governing Body has received an up-date from the Senior Leadership Team.
In the meantime, the Chairman of Governors shared with the Governing Body the 1:1 feedback, following a series of meetings with all Governors / External Members in August 2017.

The Governing Body requested that the Clerk to the Corporation and Chairman of Governors discuss how more informed staff and student interaction can be taken forward, in addition to the Staff Council and Student Council Meetings that are attended. Governors were encouraged to meet more staff and students outside of staff / student forums when on site.

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<td>Richard Atkinson</td>
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<th>ITEM 4 - COLLEGE UP-DATES</th>
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### 4.1 Quality & Results Up-date

The Vice Principal - Quality & Performance gave an overview of the results to date for 2016 / 2017, with many showing an improvement, as detailed below:

- Attendance (Main Programme) - 91.2% (up 2.5%).
- Attendance (English & Maths) - 85.9% (up 5.7%).
- 16 - 18 Achievement - 85.4% (up 6.3% - continuing to rise).
- A Level Progress - 0.05 (up 0.36 - upper quartile).
- Level 3 Vocational Progress - 0.42 (up 0.39 - upper decile).
- English High Grades - 31.5% (up 18.6%).
- Maths High Grades – 17.4% (down 8%).
- English & Maths Functional Skills - 79.5% (up 21.8%).
- Apprenticeship Timely Success Rates - 68.7% (up 1.5% in a year of significant change).

Governors welcomed the excellent set of results, the high Attendance Rates, the improving Retention Rate and the positive comparisons against the other colleges. It was noted that these results have meant that there have been substantial improvements in the quartile position, as highlighted by the DFE Performance Measures data in the presentation. Governors acknowledged that improvements have followed a year of substantial change and hard work in implementing and embedding a number of key strategies.

Governors wished to place on record their thanks to all staff.

Governors questioned why the Maths High Grades had fallen, as the in-year predictions were higher? In response, the Vice Principal - Quality & Performance gave some national context stated a detailed analysis and action plan will be shared with the Governing Body on the 16 October 2017. It was noted that the Maths National Rates have fallen.
Governors **questioned** what impact the Maths Consultant has had since being employed by the College over two years ago? In response, the Vice Principal - Quality & Performance stated that the work had proved useful in supporting staff and providing access to new resources, but acknowledged that the impact was not as predicted in 2016 / 2017.

Governors **requested** that the Deputy Principal and / or Vice Principal - Quality & Performance share the detailed analysis with regards to High Grades (Maths) with them at the next Governing Body meeting on the 16 October 2017.

Governors also **requested** that the latest Maths Consultant Report be shared with the Governing Body as part of the Curriculum Up-date Report, and also requested that the Maths Consultant, where appropriate, works with the Deputy Principal in providing an input into the analysis detailed above.

Governors **requested** that the 19+ Achievement Rate data be broken down by level, so that it can gain a better understanding of the trends following the removal of SSI data from high volume provision in 2015 / 2016.

Finally, Governors **questioned** when the National Rate data would be available, so that an accurate comparison could be made? In response, the Vice Principal - Quality & Performance stated this would be December 2017 / January 2018, with an up-date being provided to the Standards Committee and Governing Body in the Spring Term.

### 4.2 Ofsted Up-date

The Principal / Chief Executive provided the Governing Body with an overview of the changes *(see overleaf)* that have been put in place over the last few years resulting in this significant improvement in student outcomes.

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**MC improvement schedule**

*CPD for all: Mentoring, Novice and the RTT*  
*New policies embedded: English and Maths intervention and support*  
*New staff: Equality and Diversity Roles for KS4, Additional Learning Support and MENTAL Health*

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**Gary Cumiskey**  
**John Chance**
Governors welcomed the comprehensive overview, and in particular, it reminded experienced Governors, as well as giving new Governors an overview, of all the key strategies that have been discussed, agreed and implemented when the College first recognised its results required improvement in 2013 / 2014.

The Deputy Principal then provided an up-date in terms of the detailed actions that were put in place in 2016 / 2017, and the positive impact.

The Governing Body welcomed this overview, and felt the report had succinctly highlighted the changes and impact. Governors requested that a summary document be produced to draw out key activities.

**4.3 Northern Skills Group Up-date**

The Managing Director - Industry & Community Partnerships gave a brief overview of the progress being made, with a more detailed up-date to be provided within the Northern Skills Group Up-date report on the 16 October 2017.

Governors requested that they be invited to future Apprenticeship meetings, along with the Nominated Governor (Peter Studd), so they can be better well-informed of the policies, strategies and initiatives taking pace.

**4.4 Enrolment Up-date & Financial Overview**

The Vice Principal - Finance & Registry provided an overview of the enrolment and financial position, now that the main enrolment period was over and teaching had begun. It was noted that the College was largely on target against all areas at this stage, with small percentage variations between provision types and sectors.

Governors discussed the changes in recruitment by geography and curriculum areas and requested a further briefing at the Governing Body meeting on the 16 October 2017.

Finally, a brief overview was provided on the 2017 / 2018 Revenue Budget that had been approved on the 6 July 2017, and discussed the risks and opportunities within the budget. In terms of the 2016 / 2017 outturn, this would be shared with the Governing Body on the 16 October 2017.
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| **4.5 Higher Education Up-date**

*No Governors / External Members declared an interest.*

The Director of Higher Education attended for this item, and tabled a confidential report, which followed a series of detailed briefings given to the Corporate Services Committee on the 3 March and 3 July 2017 respectively, along with other 1 : 1 briefings where appropriate.

During discussion, the Principal / Chief Executive referred to a recent report that had been published called UK2020 “Time Bomb”.

Following an in-depth discussion, with numerous questions asked, and a number of points clarified, as well as some discussion about what the future of Higher Education at Middlesbrough College would look like under the proposed new arrangement, Governors were **unanimous in their decision** that:

- Middlesbrough College would enter into Validated Partnership Agreement with the Open University and Pearson Education.

- Direct funding status for Higher Education students would be applied for and secured prior to 2018 / 2019.

It was further **agreed** that:

- The Principal / Chief Executive would serve notice to Teesside University on Wednesday 27 September 2017, and this would be followed by the roll out of the Communication Plan.

- The Governing Body would look to appoint a Nominated Governor for Higher Education, so that they can attend the Higher Education Standards Committee *(to be renamed Academic Board)*, with this appointment to be ratified by the Governing Body on the 16 October 2017, following consultation with the Chairman and Vice Chairman of Governors.

Governors **requested** that the Principal / Chief Executive provides the Governing Body with the final Briefing Sheet, Press Release, and any other documentation, once formal communication with Teesside University has taken place.

Zoe Lewis
Due to the confidential nature of the report, the work that has been undertaken to date to seek the required approvals and assurances, it was also agreed that:

- The Higher Education Up-date Report, the Executive Summary and Appendix 5 be deemed Strictly Confidential, and not shared, unless otherwise agreed by the Governing Body.

- The detailed discussions, questions and analysis of the meeting would not be fully minuted, but the Clerk to the Corporation would retain his brief notes for any future reference. These would remain confidential and only accessible to other Governors / External Members, with the agreement of the Chairman of Governors and Principal / Chief Executive.

- The Corporation Seal would be used on any documentation that may be required by the Open University and Pearson Education.

The Governing Body thanked the Director of Higher Education for his hard work over the last twelve months in developing this new Higher Education Strategy with the Principal / Chief Executive and Senior Leadership Team, and also welcomed the up-date on next steps.

Governors requested that they be kept abreast of developments, with regular Higher Education Up-date Reports being provided at all Governing Body meetings during 2017 / 2018.

4.6 Safeguarding Up-date

4.6.1 Safeguarding Students Policy & Procedure

The Assistant Principal - Students up-dated the Governing Body on the changes needed to the Safeguarding Policy, following a review of the key documentation.

As part of the discussion, the Governing Body was reminded of its key responsibilities as detailed in paragraphs 45, 46, 47, 48, 52, 59, 60, 64, 65, 67, 68 and 69 of the Keeping Children Safe in Education (September 2016) document, which is also available on the BoardIQ Governance Portal.

The Governing Body welcomed the up-date and assurance from the Assistant Principal - Students that robust systems are in place and being improved upon, in light of the current guidance.
The Assistant Principal - Students then reminded Governors of their key responsibilities under the Prevent Duty.

Governors questioned how the College would look to improve the results relating the questions “Do students feel safe” as there had been a small drop from the previous year? In response, the Assistant Principal - Students assured the Governing Body that with the new Access Control Barriers, increased security, a bigger and more focused Safeguarding Team, would mean that students should feel safer this year. It was also noted that the survey had been carried out following two incidents in the College, both of which were dealt with very well by the Security Team at the time.

Mr Tom Courtman-Stock (Student Sabbatical Officer) then stated that initial feedback from students this year had been positive, with the introduction of the barriers, and the higher security presence, but he would continue to work with the student body and the Senior Leadership Team in addressing any in-year concerns.

The Principal / Chief Executive then updated the Governing Body on the outcome of the recent court case that had been in the local news, and the actions in place to ensure that this individual is not able to access the College.

After some discussion on the revised Safeguarding Students Policy & Procedure, which had proposed a few minor changes, it was agreed that:

- The revised Safeguarding Students Policy & Procedure is approved.

The Governing Body requested that the Clerk to the Corporation posts the amended Safeguarding Students Policy & Procedures on the Governors’ Website and the BoardIQ Governance Portal as soon as possible.

### 4.6.2 Safeguarding Training for Governors

The Assistant Principal - Students provided a briefing sheet to Governors as part of its on-going development of Safeguarding & Prevent Training, which was aimed not only at new Governors / External Managers, but also served as a reminder for more experienced Governors, of their key responsibilities.

The Governing Body was briefed on a number of key aspects in relation to Safeguarding, notably:

- Safeguarding - What is it?
- Key Points to note (key data).
The Governing Body was then briefed on Prevent, with a number of key aspects being shared, notably:

- Prevent Duty Guidance.
- What is Extremism?
- What are British Values?
- Key Responsibilities.
- Ofsted Inspection.

The Governing Body was also reminded that Ms Shahda Khan (*College Governor*), is the Nominated Safeguarding / Student Voice Governor, and has commenced working with the Assistant Principal - Student Services and her team.

Governors requested that the Clerk to the Corporation collates all of the relevant Safeguarding / Prevent information, policies & procedures, key government documents, and the training briefing sheet, so they can be loaded onto the BoardIQ Governance Portal.

The Governing Body thanked the Assistant Principal - Students for an informative training session, and requested that they continue to be briefed on all safeguarding and prevent issues at each Governing Body meeting, along with the publication of an Annual Report, the latter of which is due for approval on the 16 October 2017.

**ITEM 5 - GOVERNANCE SELF-ASSESSMENT 2016 / 2017**

The Chairman of Governors, Vice Chairman of Governors and Clerk to the Corporation presented the draft 2016 / 2017 Governance Self-Assessment.

The Governing Body discussed strengths and areas for improvement in advance of the final document being shared as part of the College Self-Assessment Report.
As part of the on-going improvement, the Governing Body **requested** that benchmarks against other recently inspected colleges should be made available.

Governors **questioned** whether the A Levels Consultant would be retained for 2017 / 2018 due to the improved results and improved Value Added that had been achieved? In response, the Deputy Principal stated that these services had been secured again, and hoped that the work in 2017 / 2018 would mean that results would improve further.

Governors **requested** that the Clerk to the Corporation sends out the College Self-Assessment Validation Dates of the 19 & 20 October 2017 again, with the Chairman of Governors encouraging as many Governors as possible to attend, as it was a very informative way of triangulating information.

*Miss Marina Gaze left the meeting.*

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<th>ITEM 6 - STRATEGIC PLAN WORKSHOP &amp; INDUSTRIAL SUMMIT</th>
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<td>The Principal / Chief Executive gave an overview on the current status of the Strategic Plan, and the discussions that have taken place since the Governing Body last debated this on the 20 May and 6 July 2017 respectively.</td>
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<td>The Governing Body noted that the key areas of development would be Adult Education, Apprenticeships, Technical &amp; Profession Reforms, Higher Education. This would be alongside looking to grow some key sectors including, but not limited, to Business &amp; Professional, Digital and Health &amp; Care, all of which would be highlighted with the final document. The Principal / Chief Executive then explained the process for finalising the Strategic Plan, with numerous consultation events planned with stakeholders in October 2017.</td>
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<td>As part of the Strategic Planning discussions, the Principal / Chief / Executive then shared with the Governing Body a possible acquisition, with finance data being provided.</td>
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<td>After some discussion in terms of strategic fit, cost of the business, the financial risks, the niche market it serves, profitability, involvement of key personnel, the distraction it may cause to the Higher Education Strategy and Ofsted Inspection, it was <strong>agreed</strong> that:</td>
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<td>• The Principal / Chief Executive would continue to engage with the Training Provider to seek out further information, but would not proceed unless a compelling case could be made.</td>
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<td>Finally, a brief up-date on the contents of the Industrial Summit were shared, with invitations to be sent out to all Governors and External Members.</td>
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### ITEM 7 - DATE OF NEXT MEETINGS 2017 / 2018
- Monday 16 October 2017 at 5.00 pm.
- Thursday 14 December 2017 at 5.00 pm.
- Monday 5 February 2018 at 5.00 pm (Training).
- Monday 26 March 2018 at 5.00 pm.
- Saturday 19 May 2018 at 10.00 am (Strategic).
- Thursday 5 July 2018 at 5.00 pm.

### ITEM 8 - MATTERS FOR PUBLICATION
All agenda papers will be made available, except the following:

- **4 College Up-dates**
- **6 Strategic Plan Up-date 2018 - 2022**

Unconfirmed minutes of the meeting, along with the agenda and any appendices, will be posted on the Governors’ Website once approved by the Chairman of Governors.

### ITEM 9 - ANY OTHER URGENT BUSINESS
None.

### ITEM 10 - RESERVED MATTERS
None.

The meeting closed at 2.40 pm