



# TyneCoastCollege

## Meeting of the Board

**Venue:** South Tyneside College/Teams

**Date:** Tuesday 16 April 2024

**Time:** 2.30pm – 5.05pm

**Present:** Malcolm Grady (in the Chair)  
George Clark  
Neil Henry  
Gary Hindmarch  
Surajah Hunter  
Clive Johnson  
Colin Seccombe  
Mark Turnbull (TEAMS)  
Lindsey Whiterod (LWh)

**Apologies:** Martin Alexander  
Doug Cole  
Donya Urwin  
Jacqueline Watson

**In Attendance:** Neil Longstaff (Director of Governance)  
Lorna Lister (Governor Support Officer)  
Jane Cuthbertson (Chief Operating Officer)  
Mandy Morris (Principal)  
Jon Milner (Head of School – Deck Officer Certification)  
Alison Shillito (External Governance Reviewer)  
Nicola Aris (Deputy Head of Student Services and Safeguarding)  
Dominique Cooper (Student President)

### Action Tracker

Item	Summary of Action Required	By whom	Status	Comment/Update
Meeting of the 17 October 2023				
3.	<u>Presentation</u> presentation at the beginning of a Board meeting - feedback from Careers Advisers on students' readiness for work.	Chair		Scheduled for July 2024
Meeting of the 19 December 2023				
6.	<u>Presentation</u> a presentation to demonstrate how things are developed from strategy/policy into practice – could focus on regional priorities/LSIP etc.? The CEO/Principal were to follow this up.	LW/MM		Development Event June 2024
Meeting of the 16 April 2024				
17.	<u>Governance Update</u> G&S Committee be asked to review the membership of the Committees and bring back recommendations to the Board for approval.	NL		On agenda re governance

## Minutes

ITEM NO.	ISSUES	ACTION
1.	<p><b>Apologies for absence</b></p> <p>The Board received and approved apologies for absence from those identified above after having first considered the reasons for their absence.</p>	
2.	<p><b>Declarations</b></p> <p><u>2.1 Declarations of interests</u></p> <p>The Chair reminded members to declare any conflicts of interest as they arose on the agenda.</p> <p>There were standing declarations for links to Tyne Coast Academy Trust for the following: MG, CS, LW and CJ.</p> <p>The Chair raised a matter on behalf of Doug Cole, which needed to be considered by the Board. It was explained that DC was engaged in a short-term project for the College and was receiving payment for doing so. Board approval was sought.</p> <p><b>Resolved: That the Board endorse the arrangements as outlined.</b></p> <p><u>2.2 Business to be raised under Item 22</u></p> <p>None.</p> <p>The Chair took an opportunity to welcome Alison Shillito, Nicola Aris and Dominique Cooper to the meeting and introductions were made.</p>	
3.	<p><b>Presentation: South Shields Marine School</b></p> <p>JM was welcomed to the meeting and then gave a presentation to the Board on the strategic objectives of the Marine School, which included the following:</p> <ul style="list-style-type: none"> <li>• Increase share of UK Cadet Market to 25%</li> <li>• Increase international Student Enrolments by 25%</li> <li>• Ensure Marine School maintains and improves industry leading resources</li> <li>• Develop innovative E-Learning Offer</li> <li>• Develop adaptive staffing structure to recruit and retain staff to support growth</li> </ul> <p>JM responded to questions from governors on elements of the presentation, which included those below:</p> <p><i>Q. Which was the area that needed most work?</i> Future proofing e.g. fuels (hydrogen and methanol), but autonomous shipping is developing quickly. JM stated that responding to what companies wanted was key.</p> <p><i>Q. Rooms still out of action?</i></p> <p><i>Q. Website fit for purpose?</i> It's live and functioning to a point. Ongoing work with Marketing was noted.</p> <p>A governor stated that he had attended a recent Student Forum and was pleased to hear that students were enjoying their experience and they had no concerns to raise.</p>	

	<p><b>Q. Visa support?</b> Partners overseas provide support in addition to the guidance provided by the College.</p> <p><b>Q. Automated shipping – actively pursuing?</b> There was a national correspondence group and companies already involved developing a syllabus etc. The MCA ( ) wanted to become involved.</p> <p>A governor congratulated staff on achieving 25% of the UK market for Cadet recruitment.</p> <p><b>Q. Looking to improve market share further?</b> Yes, the aim was to increase as much as possible.</p> <p>A governor highlighted opportunities to engage with local universities on new fuels/training needs and indicated that introductions could be made.</p> <p><b>Q. Separation of the Marine School ongoing?</b> Yes, this had been deferred but was being followed up this year with a view to commencing September 2025.</p> <p>JM was thanked for his presentation and left the meeting.</p>	
4.	<p>The Chair, with the permission of the Board, changed the order of business as follows:</p> <p><b>Student Union Report</b></p> <p>The purpose of the report was to provide an update on the current position and future plans for the student union; these included:</p> <ul style="list-style-type: none"> <li>• Student President role</li> <li>• Student Elections</li> <li>• Budget and fundraising</li> <li>• Update on activities</li> <li>• Enrichment</li> <li>• Future Events</li> </ul> <p>It was noted that the Union were to provide more anxiety support for students as they approached their exams.</p> <p>MM invited the Student President to a meeting of the Senior Management Team to raise with Heads of Department what was needed by the Student Union.</p> <p>The Chair commented that he, the Vice-Chair and Director of Governance met with the previous Student Presidents to talk about plans and needs of the Student Union and suggested that once the Union positions were filled that a similar meeting could be arranged.</p> <p>NA was informed that in addition to the Dr Winterbottom Fund, it could be possible for the funding to be sought through the High Sheriff Fund.</p> <p><b>Resolved: That the Board agree to receive the report acknowledging the information presented.</b></p> <p>NA and DC left the meeting.</p>	
5.	<p><b>Confirmation of the minutes.</b></p> <p>The minutes of the meeting of the Board held on 19 December 2024 were approved and to be signed by the Chair.</p> <p><b>Matters arising not covered elsewhere on the agenda</b></p> <p>As shown on the Action Tracker above.</p>	

6.	<p><b>Minutes of Committees/Task Groups of the Board</b></p> <p>The following minutes were received:</p> <ul style="list-style-type: none"> <li>• Business Development Committee - 28 February 2024</li> <li>• Audit Committee - 11 March 2024</li> <li>• Finance and Resources Committee - 10 January and 12 March 2024</li> <li>• Quality, Curriculum and Standards Committee – 18 March 2024</li> <li>• New Build Task Group - 19 December 2023, 22 January, 12 February and 11 March 2024</li> </ul> <p><b>Matters arising</b></p> <p>The Chair of the Board gave the Chairs of the Committees an opportunity to feed back to governors any key discussions/decisions that needed to be brought to their attention.</p> <ul style="list-style-type: none"> <li>• <i>Business Development</i> – nothing to add.</li> <li>• <i>Audit</i> – the Committee had received a positive report on the project management of the new build but it was noted that this review did not cover senior management's overall running of the College.</li> <li>• <i>Finance and Resources</i> – nothing to add.</li> <li>• <i>Quality, Curriculum and Standards</i> – <ul style="list-style-type: none"> <li>- It was noted that the Committee had received a positive self-assessment report on the Halls, which graded itself as 'Good'. This was a grade lower than the last Ofsted owing to reduced facilities/condition of building(s).</li> <li>- Work experience/placements – monitoring T Level impact.</li> <li>- Data – retention was sound although attendance was low. Staff shortages in certain curriculum areas had been highlighted and needed to be addressed.</li> </ul> </li> <li>• <i>New Build Task Group</i> – this was moving at pace and decisions were covered on the agenda. A number of concerns were to be discussed further on the agenda.</li> </ul>	
7.	<p><b>Chair's urgent action(s)</b></p> <p>Confidential item</p>	
8.	<p><b>Chief Executive Report to Board</b></p> <p>The purpose of this report was to provide the Board with a regular report on key activities and issues from the Chief Executive.</p> <p>The following were highlighted in the report:</p> <ul style="list-style-type: none"> <li>• South Shields Marine School Update</li> <li>• Outcome: Pay Dispute 2022-23 (UCU) The College remained in active dialogue with the UCU regarding the pay awards for 2022/23 and 2023/24.</li> <li>• Digital Update</li> <li>• Emma Lewell-Buck Visit</li> </ul> <p><u>Digital Update</u> Governors were pleased to hear that the College had successfully renewed its Cyber Essentials Plus certification in January 2024. LW outlined the importance of having such a practical framework for safeguarding against common cyber threats.</p> <p><b>Q.</b> Adequate insurance in place? Yes.</p>	

	<p>MM reported on the significant improvements in the College data over the past two years, which now placed the College 16<sup>th</sup> of 173 colleges in England (previously 170) referencing top performing outcomes for Maths &amp; English and 11 different diplomas.</p> <p>This had been an excellent uplift to report to staff on the recent CPD day. The Chair stated that this was a good first step to being outstanding.</p> <p><b>Resolved: That the Board agree to receive the report and acknowledge the information provided.</b></p>	
9.	<p><b>TCC – Strategic Review of objectives 2023/24</b></p> <p>Confidential item</p>	
10.	<p><b>Estates Strategy incl. New Build update and Development Agreement</b></p> <p>Confidential item</p>	
11.	<p><b>DfE Capital Loan</b></p> <p>Confidential item</p>	
12.	<p><b>Mast at TyneMet College</b></p> <p>Confidential item</p>	
13.	<p><b>Management Accounts and Commentary</b></p> <p>Confidential item</p>	
14.	<p><b>Re-appointment of Internal and External Auditors Update</b></p> <p>Confidential item</p>	
15.	<p><b>Quality Updates</b></p> <p>Confidential item</p>	
16.	<p><b>Halls Self-Assessment Report 2022-23</b></p> <p>The purpose of the report was to provide an overview of the Halls for Board demonstrating, progress, safeguarding and achievements of the u18 residents, highlighting processes implemented, to ensure the College met the social care and boarding Ofsted minimum standards.</p> <p>It was reported that the Halls was experiencing increased occupancy year on year due to the lack of rental accommodation in the area and was consistently at capacity during the academic year. U18 residents remained the lowest demographic. Behaviours, progress, and achievement remained excellent, with all u18s on track to complete their pre cadetship or cadetship and progress to the next stage.</p> <p>The Board were made aware that this document was scrutinised by the Quality, Curriculum and Standards Committee.</p> <p><b>Resolved: That the Board agree the report and acknowledge the information provided.</b></p>	

**17. Governance Update including appointment of Vice-Chair of the Board**

This report was to provide an update on governance arrangements for the College and to plan for appointments in a timely manner.

The Director of Governance drew governors' attention to the following:

- Appointment arrangements for the Vice-Chair of the Board.  
Despite requests made at recent Board meetings and a direct email to all governors, no nominations or volunteers had come forward. The Chair stated that in light of this information he approached the current Vice-Chair to request that he continue for a further year to give other governors time to consider this opportunity whilst gaining additional experience as a governor. The importance of succession planning was stressed by the Chair. During discussion it was stated that the Vice-Chair's extension would be welcome to provide some continuity during the complexities the College was facing.  
GC withdrew from the meeting whilst governors considered this matter.
- Appointment of a College Governor  
Governors were reminded that the Governance and Search Committee was tasked with the recruitment of governors to fill current and forthcoming vacancies on the main Board (except for staff and students) and continued to follow up potential interest. The members of the G&S Committee recently held a 'Get to Know You' meeting with one potential governor. It was the Committee's recommendation that Mrs Joanne Fanning be appointed as a College Governor with effect from 17 April 2024 for an initial one-year term.  
Governors were updated with regard to the appointments of the Staff and Student Governors.
- Recruitment  
Plans to use LinkedIn to recruit governors were noted. An advert had been agreed with G&S Committee.  
A governor also referenced a potential contact (the Experience Bank).  
A governor stressed the need to seek a suitable replacement for CS. This was to be taken up by G&S Committee.
- Link Governor  
With MO having stepped down from his role as governor there was a vacancy for the Link Governor for the Halls. It was agreed that this role should be directly linked to safeguarding.  
Link Governor reports for Higher Education (HE), Health and Safety and Student Voice were received.
- External Governance Review  
The External Governance Review is continuing with interviews being held with governors after the
- Nominations for Dr Winterbottom Fellowships  
No nominations had been received to date.
- Governance Action Plan  
An updated Governance Action Plan was presented for review. This was to be further reviewed through the Governance and Search Committee.

**Resolved:**

- i. **That the Board receives and accepts the report acknowledging the information presented.**
- ii. **That George Clark is to continue as Vice-Chair of the Board until 8 July 2025.**
- iii. **That Mrs Joanne Fanning is appointed as a College Governor with effect from 15 April 2024 for an initial one-year term and that MG is to be her Governor Mentor. JF is also appointed to serve on the Quality, Curriculum and Standards Committee and Governance and Search Committee.**

	<p>iv. That the G&amp;S Committee be asked to review the membership of the Committees and bring back recommendations to the Board for approval.</p> <p>v. That the Link Governor(s) reports are received and noted.</p> <p>vi. That the Link Governor for the Halls is to be directly linked to safeguarding and thereby is to be undertaken by JW.</p>	NL
18.	<p><b>Safeguarding update</b></p> <p>The purpose of the report was to provide an update to the Board on the safeguarding statistics/trends and concerns, highlighting challenges and successes in the College's Safeguarding procedures, referrals, and processes.</p> <p>This paper had been scrutinised by the Quality, Curriculum and Standards Committee.</p> <p>The CEO highlighted that safeguarding had come out strong following the recent Ofsted inspection.</p> <p>It was noted that the Safeguarding Team had indicated that they now had the capacity to cope with their workload.</p> <p><b>Resolved: That the Board agree to receive the report and acknowledge the information provided.</b></p>	
19.	<p><b>Business Continuity – update</b></p> <p>This report was to provide the Board with an update on the College Business Continuity Procedures.</p> <p>The report highlighted the following:</p> <ul style="list-style-type: none"> <li>• In December 2023, an invacuation/lockdown drill was conducted as part of business continuity testing.</li> <li>• The drill simulated a self-initiated terrorist (S-ITS) attack.</li> <li>• The existing buildings had multiple entrances that could not be centrally locked down, and inconsistent locking mechanisms on internal doors. Notifying staff and students of the need to invacuate was problematic due to the lack of a Tanoy system.</li> <li>• A two-pronged approach was used for communication - emergency alert text messages to all staff and broadcast pop-up messages to all computers.</li> <li>• High level of immediate compliance was reported at all sites.</li> </ul> <p>It was noted that this paper had been considered and accepted by the Finance and Resources Committee.</p> <p><b>Resolved: That the Board agree to receive the report and acknowledge the information presented.</b></p>	
20.	<p><b>Counter Terrorism and Prevent Plan – annual Update</b></p> <p>The CEO presented a paper which provided an annual update for the Board of the Counter Terrorism and Prevent Plan.</p> <p>Governors were made aware of the following:</p> <ul style="list-style-type: none"> <li>• The annual update of the counter terrorism and prevent plan was provided</li> <li>• The National threat level was assessed and remained at "SUBSTANTIAL" meaning an attack was likely.</li> <li>• The general design and layout of grounds and buildings continued to be a constraining factor in relation to physical security measures, especially vehicular</li> </ul>	

	<p>access, although adjustments to access points across colleges and the introduction of lanyards had minimised the risk.</p> <ul style="list-style-type: none"> <li>New legislation was scheduled to be introduced “Martyn’s Law” which would place specific duties on organisations to consider the threat of terrorism and implement appropriate and proportionate mitigation measures.</li> </ul> <p>The Chair stressed the importance of this matter and having the right plans in place.</p> <p><b>Resolved: That the Board agree to receive the report and approve the annual update of the Counter Terrorism and Prevent Plan.</b></p>	
21.	<p><b>Policies</b></p> <p>The following policies were presented to the Board for approval:</p> <p><u>i. Fees Policy</u> This policy detailed how the College would treat fees in various circumstances and outlined how the rules governing the assessment of fees were complied with.</p> <p>Minor amends to the Policy relating to title and dates, were highlighted.</p> <p>It was noted that the Finance and Resources Committee recommend this policy for adoption by the Board.</p> <p><u>ii. Plagiarism Policy</u> The Plagiarism Policy had been reviewed and edited and the changes were highlighted in the report for governor consideration and approval.</p> <p><u>iii. Risk Management Policy</u> It was reported that the Risk Management Policy had been reviewed and a number of changes were being proposed to enhance the Risk Management Policy and Procedures.</p> <p>The changes were highlighted to governors and it was noted that this Policy had been scrutinised by Audit Committee, which was recommending a further amendment i.e. that ‘...the effectiveness of the implementation of the risk management process...’ be added to P2.</p> <p><b>Resolved: That the Board agreed the above-mentioned policies, as presented.</b></p>	
22.	<p><b>Any other business</b></p> <p>None.</p>	
23.	<p><b>Date and Time of Next Meeting:</b></p> <p>It was reported that a request had been made to move the scheduled meeting back to June to enable due consideration to be given to the Annual Accountability Agreement and associated documents which needed to be with the DfE by 30 June.</p> <p><b>Resolved: That the next meeting of the Board is to be held on Wednesday 5 June alongside the scheduled Development Event (12noon-4.00pm).</b></p>	
24.	<p><b>Identification of confidential items</b></p> <p><b>The Board agree that the following should remain confidential:</b></p>	



	<ul style="list-style-type: none"> <li>• <b>Item 07 – Chair’s Urgent Action</b></li> <li>• <b>Item 08 – CEO Report (pay/TNT)</b></li> <li>• <b>Item 09 - Progress against Strategic Priorities in Strategic Plan</b></li> <li>• <b>Item 10 - Estates Strategy incl. New Build update and Development Agreement</b></li> <li>• <b>Item 11 - DfE Capital Loan</b></li> <li>• <b>Item 12 - Mast at TyneMet College</b></li> <li>• <b>Item 13 - Management Accounts and Commentary</b></li> <li>• <b>Item 14 - Re-appointment of Internal and External Auditors update</b></li> <li>• <b>Item 15 - Quality Updates</b></li> </ul>	
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Chair: ..... Date: .....