



(iii) UCC Learning and Teaching Strategy 2017-2020

It was reported that the UCC Learning and Teaching Strategy 2017-2020 will focus on three areas, which have been derived from the College and UCC Strategic Plans and current QAA (Quality Assurance Agency) priorities. The three themes are: excellence in teaching, learning and assessment; research informed curriculum; and innovative, responsive and sustainable curriculum offer.

The impact of the UCC Student Charter, UCC Strategic Plan and UCC Learning and Teaching Strategy will be measured through the student satisfaction survey and the number of people who apply to Colchester Institute and enrol with UCC. It was reported that the conversion ratio across UCC is about one in four, which is good compared to many institutions, but the College does not get as many applications per course as other providers.

(iv) UCC strategic considerations

The Dean of Higher Education highlighted some strategic considerations for UCC:

- Before the introduction of £9k tuition fees, students would frequently do a foundation year before going on to do a degree. With the introduction of higher fees, students are going straight onto the degree. The College is still advertising one year stand-alone programme but they are not attracting applicants.
- UCC has two unique selling points: teaching expertise and the level of pastoral support for students, but this is not widely known externally and needs to be publicised. Governors asked how these two areas rank against the priorities of students when they are deciding whether to apply and were advised that they these areas are rated very highly. It was noted that the data sets which the College is required to publish on its website to enable prospective students to compare providers is quantitative data (student satisfaction, student destinations etc), but provides no information about group sizes or levels of support. Governors felt that the College's destination information was another important selling point.
- The College needs to look beyond regional recruitment. UCC is a very strong regional brand but the programmes can be attractive to students elsewhere. Only a small number of students in UCC are not connected to the local area.
- The first point of contact with the College is now the mobile phone, but the College's website pre-dates the mobile phone as the primary source of information. It was reported that the software which drives much of the College's website is being phased out and the College will need to completely redesign its information.
- Governors were shown examples of other provider websites: a current standard practice HE website, a local mixed FE/HE provider website, and the website of an American College. The purpose was to demonstrate how easy, or otherwise, it was to navigate the website to find information. The Dean of Higher Education felt that the American website was a benchmark for ease of navigation and what the future standard practice is likely to look like. It was very visual, with a 45 second film on the homepage showing images that characterise the College.
- All the UCC web texts and course materials are undergoing revision.
- The College does not have the web platform it needs to meet the targets of the strategic planning documents.
- The next UCC prospectus will be a slimmer document with fewer courses offered. The standalone one-year foundation course will no longer be offered.
- Some programme areas have already agreed to include online, blended and distance learning in new programmes.

The College's website was discussed. Technical information on the current platform and the issues that have been encountered were tabled for information. Governors asked the cost and timeframe

for putting a new platform in place. It was reported that if it was done commercially it would cost c.£40k for both CI and UCC platforms, and would need to be updated and reformatted every three years. It was thought the cost could be driven down if investment was made in two stages. If the UCC brand was done first, it would probably take between four and six months. Governors asked if it would be preferable to separate UCC and Colchester Institute in terms of the website, and were advised that the preference would be to retain one website but for searches for UCC to be taken straight to the home page of UCC. It was reported that UCC has just been officially entered on Google Maps.

The Dean of Higher Education was thanked for his presentation.

**1. Apologies for Absence**

It was reported that Brenda Baker would not be able to attend any meetings until after Christmas. The Clerk was asked to convey the Board's best wish to Brenda for a speedy recovery.

**2. Declaration of any Conflicts of Interest**

None.

**3. Membership**

3.1. The Board APPROVED the appointment of Martin Fordham as a Staff Governor, nominated and elected by the teaching staff, for a four year term of office 11/10/2017 to 10/10/2021. Mr Fordham was welcomed to his first meeting of the Board

3.2. The Board accepted the recommendation of the Remuneration and Search Committee and APPROVED the appointment of Ian Thurgood as an external Governor for a four-year term of office 13/10/2017 to 12/10/2021.

**4. Minutes**

The minutes of the meeting held on 26<sup>th</sup> July 2017 (CIC/17/6/2) were received and confirmed. The Chairman signed the minute book.

**5. Matters arising from the Minutes**

None, other than on the agenda.

**6. Chair's Announcements/Action since last meeting**

The Chair had written to Governors at the end of August, updating them on various things that were going on at the College, and had nothing further to report at this meeting.

**7. Principal's Report**

CIC/17/6/3, Principal's Report – October 2017, was received and considered. It was noted that the Principal and Chair had put their name to a sector-wide letter to the Prime Minister asking, among other things, that recent underspends in the sector are reallocated to colleges.

**8. Update on Quality Performance against Target**

The Principal gave an oral report on performance against last year's targets (where data was available). It was not possible to provide the full range of outcomes as in a number of areas it was not yet available, but would be finalised within the next few days as the College prepared to submit its final ILR (Individualised Learner Record) Report to the funding agency by the deadline (20<sup>th</sup> October 2017). It was reported that it was a mixed picture, with some areas of improvement, some

areas stood still, and some areas (which unfortunately in some cases had large student numbers) which did not perform so well. The following outcomes were reported:

- Attendance – 84% achievement against an ambitious target of 90%. This was exactly the same as last year, and there is more work to be done in this area.
- Retention – 90% achievement (89% last year) against a challenging target of 93%.
- Joint achievement including English and maths – there is some uncertainty over the final figure as all the results are not in yet, but achievement will not be much above 70% against a challenging target of 88%. This is due to a combination of poor results in English and maths, particularly Functional Skills, and a small number of vocational areas. Unfortunately the areas that performed less well or continue not to perform well had a significant number of students in them. This has had a disproportionate impact on the figures. This only became evident over the last few days and the College Executive are taking action to address this as rapidly as it can. Measures include making significant changes to the planned programme for the LTDD (Learning and Teaching Development Day) on 20<sup>th</sup> October.
- Main vocational areas – achievement will be between 78% and 80% against a target of 90%.
- GCSE Maths and English – the College performed well against national averages for passes at Grade C/4 or above. Achievement was over 20% compared to 8% (English) and 16% (maths) last year.
- Apprentices – achievement is expected to be between 75% - 76% compared to 71% last year.
- Added value – the ALPS score has improved from 6 last year to 5 and the College is pleased with the progress that has been made over the last three years. The College Executive is hopeful that an ALPS score of 4 will be achieved this year.
- Student survey satisfaction – 86% compared to 87% last year.
- Teaching and Learning Observations – there were improvements in all three areas compared to figures in the 70% range or lower last year: Teaching sessions good or better (94%); embedding of maths and English (85%); stretch and challenge (86%).
- HE – following a dip last year the number of students getting a good degree (First or Upper Second) is back up to 68%. Attendance remains static. Destinations are good. The area where the College Executive is less pleased with is the NSS (National Student Satisfaction survey) which is completed by final year students only, and where results were down on the previous year. Internal measurements are much the same as previous years. It was reported that the teaching and learning element of the NSS remains strong; it was the area around resources that dipped.

The final results will be reported to the autumn meeting of the Curriculum and Quality Committee.

## 9. **Strategic Plan 2017-2020**

- 9.1. Copies of the Strategic Plan 2017-2020, which was approved by Governors at the last meeting, were tabled. It was reported that the Strategic Plan had been launch by the Principal and the Chair at staff meetings on 5<sup>th</sup> September 2017. Two meetings were held at the Sheepen Road campus and one at the College at Braintree. The nature of the meetings meant that it was not possible to take questions during the presentation, but staff were invited to stay behind and talk to the Chair and the Principal after the meeting if they wished to raise anything. Following the presentation at Braintree, the Principal and Chair picked up, and quickly quashed with a verbal message in a later training session and then an email to all staff at Braintree, an ill-informed belief that the College at Braintree was closing.
- 9.2. CIC/17/6/4, One Year Action Plan and Key Performance Indicators September 2017 – August 2018, was received and noted as a working document. Regular updates on progress against the plan will be reported to the Curriculum and Quality (Priorities 1 and 2) and Resources (Priorities 3, 4 and 5) Committees. The Committees will monitor progress and report to the Board on outcomes.

## 10. General Data Protection Regulations (GDPR)

The Executive Vice Principal: Finance and Corporate Development, gave a presentation on the new General Data Protection Regulation, which will come into force on 25<sup>th</sup> May 2018. The presentation started with a video clip *General Data Protection Regulation in 97 seconds*, and covered the purpose of the Regulation, the penalties for non-compliance, the definition of personal data and examples of the data sets held by the College which will be covered by the Regulation, examples of recent data breaches under the current Data Protection Act and the fines imposed by the Information Commissioner as a result, the work that is currently being undertaken by the College to prepare for the introduction of the Regulation, and staff responsibilities.

It was reported that the UK Government is bringing forward a Bill to replace the current Data Protection Act 1998 and incorporate EU law. The Regulation is designed to put users back in control of their data and includes a right to be forgotten and to ask for their personal data to be deleted. The College processes a lot of personal data, including sensitive personal data.

Under the current legislation the maximum fine that can be imposed for a breach is £500k. Under the GDPR non-compliance could result in a fine of 4% of turnover or €20m, whichever is greater. Claims against an organisation can also be brought by an individual who has suffered a breach of their personal data.

The scope of personal data is changing and will include such things as location data and IP addresses associated with mobile devices. Sensitive personal data includes such things as medical data, physical disability, trade union activity, mental health and criminal convictions.

Recent fines under the current Data Protection Act include £15K for the loss of unencrypted data on a stolen laptop and £80k for a missing unencrypted memory stick.

Actions being taken by the College to prepare for the introduction of the Regulation include:

- The establishment of a GDPR Compliance Group
- Raising staff awareness through presentations, emails and training. An online training module is being developed to reinforce good practice and document that all staff have received training.
- The appointment of a Data Protection Officer who will be required to undertake a range of duties and report back to the Corporation Board on how the College is meeting the Regulation. This role will be undertaken by the Clerk to the Governors.
- An information asset register is being drawn up documenting what information is being held, where it is being held, and how it is secured. Information flows are also being mapped.
- The retention of records policy is being reviewed to ensure we are compliant with the requirement to only keep personal data for as long as is necessary.
- The College is working with JISC using their best practice guide to look at IT issues such as fire walls and how to protect the email system.

Governors asked about the resources to take this forward and were advised that the College would take some consultancy support as necessary, for example for penetration testing to try to get into the mainframe system. The College's Internal Auditors will also be asked to undertake a readiness audit. The College should be able to prepare the online training module itself. One of the actions is to undertake a business process review to consider whether manual processes can be automated through systems development under the new IT strategy which is coming in over the next here years. There is a need to change habits within teams away from paper records. Due to additional security requirements new complexity rules for staff passwords will be introduced shortly.

The Board asked to receive an update before the GDPR is introduced in May 2018.

## 11. Reports from Committees

### 11.1. Resources Committee

CIC/17/6/5, Minutes of the Resources Committee held on 3<sup>rd</sup> October 2017, were received and presented by the Committee Chair, Richard Wainwright.

#### 11.1.1. Management Report

CIC/17/6/6, Management Report and Accounts July 2017 [Period 12], was received and considered. It was a satisfactory end of year report. The College did well to achieve the specific targets around payroll cost and there was an upturn in apprenticeship starts particularly in June and July. The improved year end surplus of £485k gave the College additional financial health points and the favourable FRS102 pension valuation strengthened the net asset position, further increasing the financial health status. It was reported that following the completion of the audit field work there is the potential for an improvement to the balance sheet.

#### 11.1.2. Student Enrolments

The Principal reported that the College was about where it expected to be in respect of HE and FE numbers, and it had so far been a good start to the year for apprenticeships. Governors were referred to the Principal's Report for the detailed position. The focus is now on retaining students through to the funding period in order to achieve the enrolment target and to the end of the year to achieve success rate targets.

The College at Braintree is working fairly well. The College allowed for some attrition as a result of the decision to move some programmes to Colchester but any losses from Braintree have been more than made up for with growth at the Sheepen Road campus in the areas of Fashion and Textiles and Photography. There has been a good take up on the inter-site bus which has been introduced for one year to bring students from Braintree to Colchester and return to Braintree each day. The College at Clacton is still a cause for some concern.

#### 11.1.3. Update on Finance and HR Targets

CIC/17/6/2, Headline targets 2017-18 – Finance and Human Resources, was received and noted.

#### 11.1.4. Update on Local Growth Fund capital bid resubmission

It was reported that updated capital project business cases have been submitted in respect of the £5m project at Sheepen Road to add a fourth floor to the South Wing to support health and care programmes, and for the £5m new build at the College at Braintree supporting STEM. The College has not committed further resources at this time, pending a response from the two funding bodies (Essex County Council and South East Local Enterprise Partnership).

#### 11.1.5. HE Tuition Fees 2018

CIC/17/6/8, Undergraduate and Postgraduate Fees for academic year 2018-2019, was received, considered and APPROVED.

#### 11.1.6. HR Plan 2017-18

CIC/17/6/9, HR Plan 2017-18, was received and noted. Some areas, such as contact with hourly paid "bank staff" to determine whether there is an employment relationship in place,

have been carried forward from last year. Progress against the plan will be monitored through regular reporting to the Resources Committee.

## **11.2. Remuneration and Search Committee**

The Chairman gave an oral report on the meeting held on 3<sup>rd</sup> October 2017.

### **11.2.1. Members due to complete their term of office in 2018**

It was reported that three Governors would be completing their current term of office during 2018. The Chair will be speaking to two of them to see if they are willing to be considered for a second term of office. The Chair reported that his current term of office ends in December 2018, and he had made it clear to the Committee that he would not be seeking a further term of office. The Chair will be talking to Board members individually about who they would like to take on the role of Chair.

### **11.2.2. Changes to Committee Membership**

The Board accepted the recommendations of the Remuneration and Search Committee and agreed to:

- Move David Kerridge from the Resources Committee to the Audit and Compliance Committee with immediate effect.
- Appoint Martin Fordham to the Curriculum and Quality Committee
- Appoint Ian Thurgood to the Resources Committee.

## **12. Future Meeting**

12.1. The next meeting of the Corporation Board is scheduled for 4.30pm on Wednesday, 13<sup>th</sup> December 2017.

12.2. The Chair's briefing to College Management is scheduled for 10.00am on Thursday, 14<sup>th</sup> December 2017. Board members are invited to attend the meeting.

## **13. Any Other Urgent Business**

There were no items.