

**CONFIRMED MINUTES OF THE MEETING OF THE CORPORATION BOARD  
HELD ON FRIDAY 1 MAY 2015  
IN ROOM 51, MUNICIPAL BUILDING, HARTLEPOOL CAMPUS**

**Present**

Graham Robson	Chair, Independent Member
Sarah Fawcett	Independent Member
Bob Kerr	Independent Member
Patrick Smith	Independent Member
Ian Butchart	Independent Member
Ian Swain	Independent Member
Jane Rapley	Independent Member
Jamie Macdonald	Staff member
Martin Raby	Principal

**Also in attendance**

Jill Fernie-Clarke	Vice Principal Academic
Stuart Slorach	Vice Principal Resources
Jackie White	Clerk to the Corporation

**WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting and advised that today was Cllr Bob Kerr's last meeting. The Chairman formally thanked Bob for his contribution to CCAD.

Bob Kerr expressed his thanks and discussed with members that he has been given some great opportunities over his 32 years as a Cllr. He discussed that he had met some good people on CCAD Corporation Board and felt that there was a good mixture of talent and was very impressed in the direction of travel. He has been glad to be a governor at CCAD as he has always had a keen interest in the creative industry and wished the Corporation good luck.

**LEARNING AND DEVELOPMENT SESSION**

The Vice Principal Academic gave members an update on Safeguarding. Members noted that all teams have been issued with a safeguarding policy and guidance folder with all information also being held on the Intranet. Jane Rapley asked if all staff had been trained and the VP Academic confirmed that all staff had had training, with different levels of training being offered to staff with different responsibilities in Safeguarding. Sarah Fawcett reminded members that all governors were responsible for completing safeguarding training and E&D training and asked that the Clerk reissue the link for members to complete.

**Clerk**

Jamie McDonald asked how relevant safeguarding was to the HE element of CCAD and the VP Academic confirmed that

safeguarding covers adults as well as children, therefore was wholly relevant. She went on to advise members that in addition to safeguarding, CCAD need to be aware of the PREVENT agenda which considers issues such as ideological extremism. Jamie asked if staff were going to be trained in these issues and the VP Academic confirmed that two staff have been trained and further training is being organised for staff on both sites. Finally members noted that CCAD along with other establishments have been asked to promote British Values and the VP Academic is looking into how we do this. The current thinking is that we already promote British values within the college and examples were discussed.

Next the Principal shared and discussed with members the databook which had been produced routinely for members this academic year. The databook provides information on KPIs including retention and recruitment. Patrick Smith questioned why the information only related to FE. The Principal discussed that it is only FE information at present as the College have been focussing on preparing for Ofsted and has focused on ensuring that the KPIs in relation to FE provision are clearly understood by staff and governors. He advised members that he would like to look at HE and would like to produce a retrospective master target book covering HE and FE.

The VP Academic discussed with members that when preparing for a Higher Education review the focus is different to that of Ofsted, is more about quality and processes and the data isn't looked at in the same way.

Jane Rapley asked who else sees the databook and the Principal confirmed that KPI information is shared with staff at regular internal meetings. Jane asked if the data on achievement for HE is shared with external examiners and the VP Academic confirmed that it was shared as part of the programme review meetings with the validating partner and annually as part of the annual review.

The Principal also tabled a target crib sheet identifying the targets established for 2014/15 and the Chairman asked if course leaders were aware of the target crib sheet. The Principal confirmed that staff had been more involved this year with setting targets for their programmes.

Sarah Fawcett asked if the target crib sheet would become a performance contract with individual members of staff which could have spin offs in terms of appraisal and performance management. The Principal confirmed that this would be the ideal when it is fully implemented. However, there is a need to consider the necessities and culture in its implementation.

Ian Butchart suggested that there is a need to make people understand that these are stretch targets and the conversation with staff is very important in terms of developing the targets.

Jamie Macdonald discussed that the feeling from staff is that targets need to be achievable and jointly agreed.

Jane Rapley commented that there is an important and much bigger issue around performance and it is useful for regular updates to make people proactive and timely. It is important to act quickly to ensure they are managing as much as they can in issues such as recruitment, retention etc. It is also important to factor in quality issues.

Ian Swain questioned what the process is for staff buying into the targets and taking responsibility for them. The Principal confirmed that this would be picked up as part of budget setting meetings.

Principal

It was agreed that the Principal pull together a master target book for 2014/15 and develop a master target book for 2015/16.

The Vice Principal Academic added that people will take the targets seriously and we need to be careful that we are realistic as it will have an effect on staff if they don't reach their targets.

The Chairman stated that it is important to support staff where there is an early indication of failure to meet targets.

**GB14 0115** **APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Charly Butler, Andrea Goodwill, Robin Simmons, Mark Stokeld, Phil Trotter, Steve Blanks, Amy Rogers and Jenny Morrison.

**GB14 0116** **QUORUM**

The meeting was quorate in line with standing order 8.1 Meetings of the Corporation Board and its committees shall be quorate when 40% of the total membership of the Governing Body or its committee, excluding vacancies, is present, except where otherwise stated within the terms of reference for that committee.

**GB14 0117** **DECLARATIONS OF INTEREST**

No further declarations were raised with regard to the agenda.

**GB14 0118** **MINUTES OF THE PREVIOUS MEETING.**

The minutes of the previous meetings held on 27 March 2015 were agreed as an accurate record with the following exceptions:

Clerk

Jane Rapley was Present

Page 2, GB14 0098 – MEMBERS ISSUES – to be amended to MEMBER'S

Page 3, GB14 0099 – PRINCIPALS REPORT – to be amended to PRINCIPAL'S

Page 4, 5<sup>th</sup> para, The Principal xxxxxxxx understand to be amended to understanding

Page 5, 2<sup>nd</sup> para, remove last word on.

Page 6, GB14 0102, 3<sup>rd</sup> para, 2<sup>nd</sup> line curriculum xxx replace stated with started

Page 6, GB14 0102, 6<sup>th</sup> para, 2<sup>nd</sup> line include important before information and remove important after information

Page 6, GB14 0102, 7<sup>th</sup> para, 1<sup>st</sup> line – route to be replaced with root

Page 7, GB14 0104, 4<sup>th</sup> para, guardian to be amended to Guardian.

Page 8, 2<sup>nd</sup> para, gazette to be amended to Gazette.

Page 8, GB14 0105 amend Lynn Street to Lyn Street.

Page 10, 1<sup>st</sup> para, nominating to be amended to nominate

Page 10, GB14 0106 7<sup>th</sup> para, 3<sup>rd</sup> line, allocated to be amended to allocation.

Page 10, GB14 0106 9<sup>th</sup> para, café's to be amended to cafés.

**GB14 0119   MATTERS ARISING**

**Min Ref: GB14 0098** - Phil Trotter commented that there has previously been a session on finance for non financial staff and this would be useful to have on the learning and development session. The Chairman suggested that this be covered during induction for governors. The Chairman suggested that the Clerk provide a paper to the Board on the options available to address this issue. This action is still outstanding

Clerk

**Min Ref: GB14 0098** - The Chairman asked members to consider the benefit of having the meeting off site and the opportunities of doing this across other sites. Members to feed back at the next meeting. Members discussed that the visit to Leeds was useful but that perhaps an annual visit to place of interest linked to Art would be more beneficial.

**Min Ref: GB14 0099** - Ian Butchart commented that the redundancy scheme needed to go onto the risk register and discussed with the auditors. The Principal confirmed that this does need to be on the risk register and it would be appropriate to discuss with the Auditors. It was confirmed that this item had been added to the risk register.

**Min Ref: GB14 0099** - Ian Butchart suggested the message being given to staff be clear and a copy be given to governors. An email with the briefing was issued to Governors.

**Min Ref: GB14 0102** - The Chairman suggested that the Marketing department need to take the information they receive from admissions data and make sure that this is getting out to people. The VP Academic confirmed that this is being picked up as part of the review of the Marketing team.

**Min Ref: GB14 0104** - The Chairman asked whether we could have an award from an industry link to give to students and the VP Academic commented that she would look into it. This is still outstanding.

VP  
Academic

**Min Ref: GB14 0082** - It was suggested that Quorum should be increased to five from two members and three independent governors including the Chairman and Principal. Ian Butchart suggested some changes to the paragraph relating to decisions. Revised TOR had been included on the agenda for approval.

**Min Ref: GB14 0107** - The Chairman asked the VP Resources to check what was happening in the region in terms of the competitive offer and choice, and the impact this has on numbers. The VP Resources agreed to do a piece of work and come back to the Board. A revised paper was on the agenda for approval.

**Min Ref: GB14 0111**- Members noted areas of further development and the Chairman confirmed that he planned to develop an action plan to take forward the issues. This is still outstanding.

Clerk /  
Chairman

**GB14 0120** **MEMBER'S ISSUES**

The Chairman offered members the opportunity to update the Board on issues not covered under the agenda.

Ian Butchart discussed that he had met his HE buddy today and has been a bit reluctant to meet his FE buddy due to the issue of redundancies within the College.

The Chairman discussed that he had spoke to Denise Ogden, Director of Regeneration and Neighbourhoods at HBC. Members noted that her staff are responsible for working up the council LGF2 bid for Church Street and we are included in this. Denise had been suggested as a potential governor by the Principal because of the regeneration links within Hartlepool and a referral had been made to the Chairman. Members noted that Denise seemed keen to be involved and has checked out that this would be ok with the HBC and all parties are keen for this to progress. All members agreed to appoint Denise as governor.

The Chairman apologised for delay in issuing the Board papers, explaining that this was due to the amount of pressure at the College in terms of some key areas such as the redundancy process.

Bob Kerr left the meeting.

**GB14 0121 PRINCIPALS REPORT**

Confidential Report.

**GB14 0122 OFSTED UPDATE**

The VP Academic provided an update on Ofsted and tabled a copy of the TLA Strategy for FE. Members noted that this was still draft, however it is an important document required for Ofsted and members should be aware of it. The VP Academic advised members that the TLA Strategy was written by the two FE Heads of School and is seen as a guide to staff. The strategy isn't linked to the College strategic plan but can be.

The VP Academic discussed with members that a lot of work has been put into Maths and English at FE with retention at 4% up from last years figures, predicted success rates at 96% and a rise of 6% on high grades. Unfortunately Functional skills are down on last year.

The Corporation Board NOTED the Ofsted update.

**GB14 0123 FE & HE RETENTION**

The VP Academic spoke to the previously circulated paper and identified that retention is one of the key indicators used to judge the effectiveness of a College by bodies such as Ofsted. Over the previous five years CCAD's retention rate has remained relatively consistent. We are currently looking at a 0.3% increase in retention for the 2014/15 academic year. In-year retention on the first year of the two year Extended Diploma provision is higher, up 5.4% on this time last year. The introduction of the 90 credit diploma has helped to improve retention as has the move to 1yr GCSEs. Action taken this academic year saw retention rates initially improve at FE. This improvement has not been sustained throughout the year. However, there are strong indications of improvement for 2015/16. In addition, in 2014/15 the College should see improvements in achievement rates. This will result in improved overall success rates.

At HE 'in year' retention is high however the number of students repeatedly failing modules means that, following the Exam Board at the end of the year, some are not able to continue with us and thus over three years a quarter of those who start a degree programme fail to complete. This has obvious financial implications.

Last year was a particularly bad year because of a switch of validating partner from Teesside to Bournemouth and timings of examine boards and referrals of students. This year rigorous support systems have been put in place with an at risk register in place to pick up issues which students might be experiencing. Students will also be aware of the results from the examining board earlier and what staff are around to support staff during this process.

The Corporation Board NOTED the FE & HE Retention paper.

**GB14 0124 KEY HR ISSUES**

Members noted that the key HR issues were covered under the Principal's report.

**GB14 0125 PUBLIC VALUE STATEMENT**

The Principal talked to the previously circulated paper and advised members that the Public Value Statement has been updated to identify the strengthened links with the community, HBC and MBC and the local enterprise Council and strengthened relationships with creative sector employers. Jane Rapley commented that measuring the contribution and how and where you communicate your measurement is important. Jane advised that it is important to explain where members of the community can see the information. Members agreed that the website would be useful to direct member's information along with the Enterprise and Employability Annual Report.

The Corporation Board APPROVED the public value statement.

**GB14 0126 CONTEXT FOR BUDGET SETTING**

The VP Resources spoke to the previously circulated report and discussed that the College is currently in the process of compiling the financial budgets for the coming 2 years. As part of this exercise there are a number of factors which have emerged as being fundamental to the setting of those budgets. These factors are those which will need to be closely monitored over the period as they are key to the delivery of the budget. The key areas where the Board will need to focus attention on have been identified as:

- General election and government policy
- Hartlepool construction project
- Cash flow and banking covenants
- HE recruitment
- HE retention
- FE recruitment
- FE retention
- FE delivery

Ian Butchart mentioned whether the paper should go to the Audit Committee as a paper and be shared with Auditors as a useful paper to demonstrate how risks are being addressed. Members agreed this would be a good process.

The Corporation Board NOTED the context for budget setting paper.

**GB14 0127 MANAGEMENT ACCOUNTS FOR 31 MARCH 2015**

The VP Resources spoke to the previously circulated paper which identified that the College is currently running with a year-to-date operating surplus of £410k which is £97k ahead of the original budget.

Clerk

- Income of £6.3m is £0.2m behind budget as a result of lower than hoped for HE student numbers for 2014/15 and the knock-on impact across various income streams as a result
- Pay expenditure of £3.4m is £0.1m better than budget. Delays earlier in the year have offset additional costs incurred of providing some services in-house that were previously outsourced to Neupartners
- Non-pay expenditure of £2.5m is £0.2m better than budget despite additional costs earlier in the year for the refurbishment of Lime Crescent and the Green Lane roofing project being offset by saving in costs relating to Neupartners (see above)
- Financial Health Group has increased to 'Outstanding' for the year to date but this is due to timing of events and will drop down to the anticipated 'Good' by the year end.
- Cash balances stand at £0.6m, in line with the budget. This will increase in the first week of May as Student Finance income of c.£2m will be received. A further £0.6m is due from TVU relating to the LGF project once contracts are issued.
- Funding allocations from the EFA, SFA and HEFCE have now been received.

The Corporation Board APPROVED the Management Accounts.

**GB14 0128 FEES, WAIVERS AND BURSARIES**

The VP Resources spoke to the previously circulated paper which had been updated following discussion at the last Board meeting. Members noted that each year the College needs to set its student fees. This is normally around 18 months in advance of the student intake that it will affect. This allows for the fees to be published in time for the relevant marketing material and to give students as much advance notice as possible.

Bursaries make up the College's Access Agreement which needs to be submitted to the Office for Fair Access (OFFA) in May. This is a requirement for those Colleges charging fees over the £6,000 benchmark and is only accepted if higher education is made more accessible to students by the institution. The College does this primarily through bursaries.

Following further analysis across the sector the VP Resources identified that it is proposed to increase HE fees to £9,000 for the 2016 intake in line with almost all other Art and Design undergraduate programmes in the country.

Student bursaries:

- High Grades - £500 one off payment
- Full maintenance grants - £500 p.a. for 3 years if applicable
- Progression from CCAD FE to HE - £500 one off payment



Jane Rapley commented that she thought that Leeds was interesting in increasing the bursary in the final year and asked whether we could afford to make an increase. Members agreed that that would be a good idea.

The Vice Principal Resources suggested that potentially we could do this and suggested increasing the bursary to £750.

Ian Butchart commented on the travel pass and whether this would be an incentive. The VP Academic commented that she has been looking at this and investigating the travel pass and a zoned approach. The VP Resources commented that it wouldn't be included in the offer but it could be included as an incentive.

The Principal also commented regarding giving students a lap top, but the conclusion was that if you give them money they can choose what they do with it.

Jamie Macdonald suggested it might be worth doing some research on this as the student voice may have a different view. He also discussed issues around materials and the costs of these and whether these could be included in the offer.

Patrick Smith questioned whether we could offer loans for materials and outsource the costs for these to an agency. The VP Resources advised not.

The Corporation Board APPROVED the Fees, Waivers and Bursaries.

**GB14 0129** **PROTOCOL FOR BUDDY SYSTEM**

The Clerk discussed with members the draft protocol which had been developed following discussion at the Board and in consultation with the FE Heads of School. There was a lengthy discussion regarding the protocol and the Chairman summarised this as members were discontent regarding recording the outcome of their discussion and developing a more formal process rather than an informal process. It was agreed that we keep the "members" section of the board agenda as the major element of feedback. In addition, it was suggested that key messages are agreed at the Strategy meeting for members to take back to buddy meetings. Finally there was discussion regarding the need to think about the range of areas which governors buddy with and this would be further considered by the Clerk and Chairman.

The Corporation Board DID NOT APPROVE the protocol

Jamie Macdonald left the meeting.

**GB14 0130** **STRATEGY DAY**

The Chairman gave a verbal update to members regarding the Strategy Day. Commenting that it was agreed that we would use the day as a discussion prior to July Board meeting to approve the strategic plan. Members noted that it was proposed to provide

some pre reading on finance, marketing and quality, and potentially the impact of government policy. The agenda would cover issues such as timescales of strategic objectives, HE growth, financial issues around new building, quality and FE and Ofsted and what needs to be generated in 2015/16 around retention and achievement.

The Corporation Board NOTED the verbal update on the Strategy Day agenda.

**GB14 0131** **AOC CODE OF GOVERNANCE**

The Clerk spoke to the previously circulated paper which provided members with details of the AOC Code of Governance. It was agreed that the Clerk would provide an analysis of where the College was in terms of adoption of the Code for a meeting next term.

The Corporation Board ADOPTED the AOC Code of Governance.

**GB14 0132** **LGF PROJECT BOARD TERMS OF REFERENCE**

The Chairman spoke to the previously circulated paper which set out revised terms of reference for the newly formed LGF Project Board. Members noted the changes made following discussion at the last Board meeting.

The Corporation Board APPROVED the LGF TOR.

**GB14 0133** **MINUTES OF THE SUB COMMITTEES**

The Corporation Board received copies of the following minutes for noting:

- HE Academic Board meeting held on 17 December 2014  
Jane Rapley questioned whether there was student representation on the HE Academic as this was important. The Principal commented that there was a need to review this.
  
- Audit Committee Meeting held on 5 December 2014
- HE Academic Board Meeting held on 18 March 2015
- Audit Committee meeting held on 6 March 2015
- LGF Project Board meeting held on 15 April 2015

**GB14 0134** **REVIEW OF MEETING CONDUCT AND IDENTIFICATION OF ITEMS FOR INCLUSION IN THE RISK REGISTER**

Confidential report.

**GB14 0135** **CONFIDENTIAL ITEMS**

It was agreed that elements relating to redundancies, bank borrowing were to be maintained as confidential items.

Clerk

**GB14 0136** **DATE AND TIME OF NEXT MEETING**

The next meeting of the Corporation Board will be held on:  
Graduation day – Tuesday 30 June 2015 at Hartlepool Campus  
Board Meeting – 3 July 2015 – 12.00 pm, Middlesbrough Campus

All

Signed: .....

Name: .....

Date: .....