

**CONFIRMED MINUTES OF THE MEETING OF THE CORPORATION BOARD
HELD ON FRIDAY 12 FEBRUARY 2016
IN THE COMMITTEE ROOM, MIDDLESBROUGH CAMPUS**

Present

Patrick Smith	Vice Chairman
Jane Rapley	Independent Member
Robin Simmons	Independent Member
Ian Butchart	Independent Member
Ian Swain	Independent Member
Mark Stokeld	Independent Member
Charly Butler	Staff member
Martin Raby	Principal
Shakira Moore	FE Student Member
Marius Hanzak	HE Student Member

Also in attendance

Stuart Slorach	Vice Principal Resources
Jackie White	Clerk to the Corporation
Liam Bradley	For Learning and Development agenda item
Nicola Craddock	For Learning and Development agenda item

WELCOME AND INTRODUCTIONS

The Chairman welcomed members to the meeting and introduced Shakira Moore and Marius Hanzak to the meeting as the new student governors.

APOLOGIES FOR ABSENCE

Apologies for absence had been received from Graham Robson, Denise Ogden and Sarah Fawcett, Independent Members and Andrea Goodwill Staff Governor.

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.

DECLARATIONS OF INTEREST

No further declarations were raised with regard to the agenda.

GB15 043 LEARNING AND DEVELOPMENT SESSION

Nicola Craddock and Liam Bradley attended the learning and development session and provided members with an update on marketing and recruitment. A number of comments were raised as follows:

Patrick Smith asked Nicola if she had more cash what would she spend it on and Nicola commented that she would recruit more resource on generating content. The Principal commented that discussions had been held on the possible recruitment of a 0.5 WTE on undertaking this work and linking with employability.

Jane Rapley commented that the Corporation needed to be clear on level of responsibility that the academic staff have for recruitment and they need to take seriously their role in the whole package of recruitment. Jane discussed that this is important because of the students who are progressing internally as they want to know who they are working with.

The Principal commented that staff are being encouraged to work across FE and HE and that he is keen on HE staff looking at developing the appropriateness of the programmes.

Mark Stokeld questioned whether there was a disconnect between FE and HE in terms of the abilities and tensions.

Ian Butchart commented that governors recognise the impact the work of the marketing team has had.

Jane Rapley commented on the decliner's survey and that the focus should be on the areas that are doable.

The Vice Chairman thanked Nicola and Liam for their update.

GB15 044 **MINUTES OF THE PREVIOUS MEETING.**

The minutes of the previous meetings held on 18 December 2015 were agreed as a correct record subject to the following amendments:

RMB to be replaced through the minutes with RSM

Page 3, Min Ref GB15 025, Members Issues, 4th para, Ian Swain to be amended to Ian Butchart.

Page 3, Min Ref GB15 025, Members Issues, 4th para, 2nd line, remove family member

Page 11, Min Ref GB15 034, second from last para, insert after Claire, external auditor for RSM.

Page 11, Min Ref GB15 034, final para, Bank Covent to be amended to Covenant.

Page 12, Min Ref GV15 036, 9th para, last line, internal contract amended to internal control.

Page 13, Min Ref GB15 037, Action amendment to VP Resources.

GB15 045 **MATTERS ARISING**

The following matters arising were discussed:

Min Ref GB14 104 – Industry links, members noted that a employer partner is working on the forthcoming Ridley Scott retrospective exhibition and is offering a small cash prize for the best piece of student work.

Clerk

Min Ref GB15 004 – Principals Report, the Principal confirmed that work is being undertaken on the development of the intranet and share point to enable members access to this system to review documents. Further updates will be provided once available.

Min Ref GB15 011 – E&D report, members noted that socio economic information is available via UCAS for HE students but is not in a format that is readily available. Charly is working with UCAS to see if there are ways of extracting this.

Min Ref GB15 011 – E&D report, the Principal referring to the issue of fees discussed that there are issues with living costs but that students recognise the costs of the fees and choose to stay at home to study.

Min Re GB15 015 – Governance Training Plan – the Clerk advised that this is linked with development of the intranet and is included on the training programme.

Min GB15 016 – Board Self Evaluation – the Clerk advised this was on the agenda for discussion.

Min GB15 037 – Annual Risk Management Report – this risk is still outstanding

Min Ref GB15 026 – Principal's Report –the Vice Principal Resources advised members that occupancy rates are high – Crown Halls 54/56 beds filled; 22/25 beds filled Lime Crescent. There are no issues with Crown Halls or Lime Crescent. Generally everything is going ok but the College is still trying to get a contract from Thirteen. The term of contract with Thirteen for Lime Crescent is being discussed from a 3 to 5 year contract. Ian Swain asked if there was any demand for additional accommodation, and the Principal suggested if HE recruitment increased then it is likely that this would be the case.

Min Ref GB15 030 – FE Quality Strategy – members noted that VLE usage from January 2014 – January 1016 shows a year on year increase in the use of Moodle. Ian Butchart asked the student reps what their feelings were with regard to Moodle and they fed back that it was good and used a lot. The Principal discussed that the College are quite good on using Moodle. Shakira Moore discussed that students do use it a lot to help with sessions and key notes. Ian Butchart asked if there were any difficulties in using it. Shakira discussed that it was great.

GB15 046 **MEMBER'S ISSUES**

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

Jane Rapley discussed that she had met with Patrick Chapman and learnt about the nature of the competition in relation to short

courses and local competition being fierce and not so easy to provide the sorts of things that could make money for the college, besides the benefit of promotion of the college in the community. The Vice Chairman asked if there were anything that the governors could do to help this. Patrick Chapman mentioned Robin Simmons had been useful and Patrick Chapman discussed that Jane's support on this is very useful.

Jane also attended a meeting on Fashion provision with FE and HE and provided some good input.

GB15 047 PRINCIPAL'S REPORT

The Principal spoke to his previously circulated report and members noted that the Principal is discussing some realignment of responsibilities of staff and will keep the Corporation Board updated.

In respect of the DLHE, members noted that there had been a 64% response rate. Presently the headline rate is 94%. Members noted that there is a possibility of a decline in the headline rate as last year was potentially flattered by progression to BA "top up" by the last cohort of FDA students.

The Corporation Board RECEIVED the Principal's report.

GB15 048 KPI'S

Charly Butler spoke to the previously circulated report which provided members with a monthly Dashboard and updated document setting out key targets, and periodic performance in achieving them.

The Principal discussed that there is an issue regarding attendance and he had discussed this with John Waddington in terms of FE. The issues included the use of the 'm' mark and students working from home.

Charly advised members that with regard to HE cohort retention, table 8, the College will not achieve this target, members were advised that the FDA provision had been excluded and last year would have finished on 75% so the top up provision did top up provision.

The Corporation Board RECEIVED the KPIs.

GB15 049 LOCAL AREA REVIEW UPDATE

Members noted that the LAR was discussed in the Principal's report.

GB15 050 CURRICULUM DEVELOPMENT

The Principal spoke to the previously circulated report and members noted the update in relation to curriculum developments presently underway in FE and HE. As noted in the Principal's Report (Item 1.8) the College has been reviewing its systems for curriculum development. The College has therefore instituted a

small development group with the objective of assessing opportunities for curriculum development and driving forward new initiatives. The group was discussed on 22 December and has met twice in January, Chaired by the Principal. To date the priority for the group has been the 2017 HE offer, as the prospectus is due to be finalised very soon. However, the group has also highlighted possible HE development for 2018 and later and FE curriculum change for 2017.

A small number of possible new HE programmes were assessed for inclusion in the 2017 prospectus. The group has concluded that one new programme should be included. This will be a renamed and revised version of the previously-validated BA Design for Advertising and Digital Media (DADM). The DADM programme diverted, during its development, from the brief originally established by the College. It was felt that a revised and re-titled programme, true to the original brief, should attract applications. The programme may sit alongside BA Illustration for Commercial Application and BA Graphics. These two programmes have already been established in a collaborative arrangement between the programme leaders.

In addition, for 2017 the College will market its HE photography offer as two distinct degrees – fine art and commercial. This is a reversion to the previous practice, when there was a commercial photography foundation degree.

The Curriculum Development Group expects to oversee the production of formal curriculum review documents. These will be shared with members later in the academic year.

The Corporation Board NOTED the Curriculum Developments report.

GB15 051 FEEDBACK ON HER

Tricia McKenzie attended the meeting and confirmed that the results of the HER are not through yet but the College should find out in the next week or so. Once through this will then prompt the next round of the process in terms of drafting of the report etc.

Tricia felt that the visit went extremely well, everyone felt comfortable with the meetings. Consistent answers were given by different people and measured answers were given. Everyone had prepared well. Students showed great support and feeling towards the College.

Members noted there was very little additional information requested following the visit.

Marius Hanzak told members that he thought the student meeting was excellent.

The Principal thanked Tricia on behalf of the Principal and Board on the hard work she had put into the preparation of the HER.

The Corporation Board NOTED the update on HER.

GB15 052 UPDATE ON CCAD STAKEHOLDER ENGAGEMENT

Patrick Chapman spoke to his previously circulated report and members noted progress against the 2014/15 Stakeholder Engagement Action Plan.

Pat discussed that good progress had been made in all areas, notably the development of our Industrial Liaison Group, external events, and strategic partnerships. Whilst there has been considerable activity in preparing for the introduction of a client relationship management (CRM) system this has been delayed by financial constraints in the past year.

Further work on developing links with alumni is picked up in the plan for 2016/17. A lot of work to develop the Hartlepool short course offer had been undertaken, however the interest was not as it was thought it would be and therefore a significant amount of courses were cancelled.

Members noted that the College had become a partner of Middlesbrough Life Long Learning who had been recently inspected by Ofsted and a direct quote from the review discussed that the team were “generally enthused and excited about community provision”.

Jane Raply commented that It is important that the College have more financial resilience to allow it to manage the short course provision to enable it to be in the market for a few years before people recognise that this is available.

Mark Stokeld asked whether the courses provide a certificate or examination at the end of it, or do you just turn up and Patrick confirmed that the courses did not offer a formal certification. Mark also suggested reducing the offering and building on the ones which worked.

The Corporation Board NOTED the update on the Stakeholder Engagement Plan 2014/15.

GB15 053 CCAD STAKEHOLDER ENGAGEMENT PLAN 2016/17

Patrick Chapman spoke to the previously circulated report and members noted that the aim of the action plan is to operationalise elements of key strategies, notably the Learning Teaching & Assessment Strategy and the Marketing and Employability Strategies agreed in September 2015. The Action Plan does not contain everyday activity carried out on a normal annual cycle – it contains additional or developmental actions only.

Jane Rapley asked what does membership actually involve and Pat commented that ALG members get the honary of visiting fellow and link with CCAD for the recruitment pool.

The Principal discussed that the challenge is getting programme leaders to engage with Pat as when they do they get a benefit.

Pat discussed that other areas that need development are Alumni, Church Street and more visiting professionals.

The Corporation Board NOTED the Stakeholder Engagement Plan 2016/17.

GB15 054 HE APPLICATIONS

The Principal spoke to the previously circulated report and members received an update in relation to the level of HE applications for 2016 entry.

The Principal advised that the UCAS system has a deadline of 15 January each year for 'on time' applications. This is a key fixed point at which the level of applications and applicants may be assessed. UCAS data is reported to the College on a weekly basis. Week 18 is the week ending immediately after the 15 January deadline for applications. Overall applicant numbers at Week 18 are down slightly (-1.2 per cent) and applications are down by 5.3 per cent, indicating a disappointing reduction. There are fewer multiple applications by applicants.

Members noted that the best case is the same number of students as this year and worse case is less with the key issue being the FE to HE progression. This is disappointing but it recognises where the areas of concern are and this was discussed in the Marketing presentation.

The Principal advised that he had revised the policy for offers and were offering some unconditional offers where there was a strong portfolio and strong UCAS point's achievement and some competitors are also doing this. Members noted that it is too early to see if shift in acceptance patterns on this impact.

The Principal discussed that the challenge is to get data sooner and interviews sooner and to get into people's minds soonest and this is a challenge for next year.

The Vice Chairman asked for how much information and certainty should we have at the next meeting, and the Principal advised that there will be a much better understanding by May.

The Corporation Board NOTED the HE applications update.

GB15 055 MANAGEMENT ACCOUNTS

The Vice Principal Resources shared the Management Accounts for information. Members noted that he is looking to bring the mid year budget report to the Board at the next meeting, preliminary findings shows a good position and the College should hit targets.

The Corporation Board RECEIVED the Management Accounts.

GB15 056 **SUPPORT STAFF PAY SCALES**

The Vice Principal Resources spoke to the previously circulated report and members noted that the College undertook a review of the current pay scales for support staff in light of new legislation that comes into effect on 1st April 2016.

Members noted that the College has historically paid Cleaning staff the minimum wage or slightly higher depending on where that fits on the pay scales that exist. Supervisors have been paid slightly more than this amount. This is common practice amongst FE Colleges

The Caretakers have been paid the Living Wage which has tended to be an enhanced level of pay compared to the Cleaners. This has been in line with job descriptions and the requirement for a higher degree of skills and experience.

The current pay scales will not support the new hourly rates that have been published and it is suggested the College amends the scales to accommodate these changes. The reason for this is that pay scales have not kept touch with inflation due to the austerity measures currently in place around the public purse. This has meant a number of years of low or no pay increase which has left the pay scales behind the rate of inflation. This has become an issue for all FE colleges and this is an area where we will need to pay close attention to in the future.

In time it may be of benefit to the College to undertake a Job Evaluation exercise which would look at the grading of all staff across the College and look at a formal system of equitable pay scales. To the effect the Vice Principal Resources and Amy Clark visited New College Durham who have implanted this and have been helpful in forming some ideas as to whether this is something the College would want to pursue. This system would mean there would be less opportunity for pay inequality and lower the risk of employee litigation in the future. This will be looked at further and brought back to the Board at a future date for discussion.

Robin Simmons commented that it is good to see that we are a good employer which outweighs the costs.

The Principal commented that the College did commit that full time staff would be paid the living wage to the higher rate, and the College is committing to the national living wage. This addresses the issue of part time staff and any issues of equal pay claims.

Members noted a typo on pay scale 13 which should be £7.32.

The Corporation Board APPROVED the Pay scales.

GB15 057 **RISK MANAGEMENT POLICY AND RISK REGISTER**

The Vice Principal Resources spoke to the previously circulated report, which included a revised Risk Management Policy and Risk Register.

Members noted that the purpose of the report is to bring the Risk Management Policy to the Board for review and approval.

The Risk Management Policy should be reviewed and approved by the Board on an annual basis. This will include the risk appetite which is discussed in detail in the policy. The risk appetite suggested for decision is 'OPEN' which was the decision of the Board in July 2013.

A copy of a revised risk register had been shared and had had a 'clean-up' exercise to remove risks which are no longer relevant and to highlight the key risks which the College is known to face.

Ian Butchart commented in terms of process the Audit Committee had not had the chance to review the revised risk register of policy however he was satisfied that this will be reviewed at the next meeting.

Members noted that the risk register was received and discussed at the Audit Committee.

Mark Stokeld suggested that a risk on website security be included on the risk register and Ian Butchart suggested picking up in Audit Committee.

The Corporation Board APPROVED the Risk Management Policy and RECEIVED the risk register.

GB15 058 REVIEW OF CORPORATION BOARD EFFECTIVENESS

The Clerk spoke to the previously circulated report which had been previously considered at the November 2015 Corporation Board meeting and it was agreed to defer the decision until the February 2016 meeting.

Members noted that the board should undertake a formal and rigorous annual evaluation of its own performance and that of its committees and individual directors". (B6 Evaluation: Main Principle)

The Clerk identified that during 2014/15 the Corporation Board had undertaken an externally facilitated review of effectiveness and that this year the Board were being asked to consider a variety of information with which it should assess its performance and any areas of weakness.

Members agreed that as a board they consider their performance to be good and effective during 2015/16 and will continue to monitor this going forward.

Clerk /
Ian
Butchart

The changes introduced last year in terms of governance has allowed the governors to make contributions across all areas of the business and this was noted as good practice.

GB15 059 ANY OTHER BUSINESS

Confidential report.

GB15 060 REVIEW OF MEETING CONDUCT AND IDENTIFICATION OF ITEMS FOR INCLUSION IN THE RISK REGISTER

There were no additional risks highlighted for inclusion on the risk register.

Members felt the meeting had been good and welcomed the comments made by the new student governors.

GB15 061 CONFIDENTIAL ITEMS

It was agreed that elements relating to the Area Review and bank borrowing were to be maintained as confidential items.

Clerk

GB15 062 DATE AND TIME OF NEXT MEETING

The next meeting of the Corporation Board will be held on Friday 18 March 2016.

All

Signed:

Name:

Date: