

**CONFIRMED MINUTES OF THE MEETING OF THE CORPORATION BOARD
HELD ON FRIDAY 13 FEBRUARY 2015
IN ROOM 51, TV AND FILM SEMINAR ROOM, HARTLEPOOL CAMPUS**

Present

Graham Robson	Chair, Independent Member
Phil Trotter	Independent Member
Sarah Fawcett	Independent Member
Mark Stokeld	Independent Member
Patrick Smith	Independent Member
Robin Simmons	Independent Member
Ian Swain	Independent Member
Jamie Macdonald	Staff member
Andrea Goodwill	Staff member
Charly Butler	Staff member
Martin Raby	Principal
Jenny Morrison	FE Student Member
Amy Rodgers	HE Student Member

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 members to the meeting.

GB14 0066 LEARNING AND DEVELOPMENT SESSION

A learning and development session was held which was based on a mock Ofsted assessment and focused on potential challenge which members of the Corporation Board may be questioned on.

GB14 0067 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Ian Butchart, Steve Blanks and Bob Kerr, Independent Members.

GB14 0068 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 0069 DECLARATIONS OF INTEREST

No declarations were raised.

GB14 0070 **RECOMMENDATION FROM THE CHAIRMAN ON THE APPOINTMENT OF NEW MEMBERS**

The Chairman with support from the Principal and Phil Trotter, Independent Governor, informed members of Jane Rapley's experience and skills, and members discussed her connection with the Art and Design industry noting her previous employment in the Tees area.

Following a discussion regarding the proposal to appoint Jane to the Governing Body, the Corporation Board APPROVED the recommendation.

Clerk

GB14 0071 **MINUTES OF THE PREVIOUS MEETING.**

The minutes of the previous meetings held on 19 December 2014 were recorded as a true and accurate record.

Clerk

GB14 0072 **MATTERS ARISING**

Min Ref: GB14 0024 – members noted that the revised proposal for appointing new governors was included on the agenda.

Min Ref: GB14 0025 – Members noted that it has been requested that the minutes for the safeguarding committee be shared with members via the Clerk.

Min Ref: GB14 0034 – members noted that the revised conflicts of interest policy was on the agenda.

Min Ref: GB14 0041 – members noted that the Vice Principal Academic had attended a Quality Assurance Agency session in Birmingham and it was noted that all student reviewers were trained in the same way.

Min Ref: GB14 0041 – members noted that this item was still outstanding.

Min Ref: GB14 0049 – members noted that the SAR and QUIP had been updated to reflect the comments raised by members and uploaded to the Portal.

Min Ref: GB14 0051 – members noted that this item was still outstanding and would be presented in May.

Min Ref: GB14 0052 – members noted that an update on Ofsted preparation was on the agenda.

Min Ref: GB14 0053 – members noted that the research operational plan sets out the process for managing change with regard to TDAP.

GB14 0073 **MEMBERS ISSUES**

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

The Chairman commented that he had received some initial feedback on his appraisal and will summarise the results for a brief discussion at the next Board meeting.

Mark Stokeld commented that he had met his FE buddy and is due to go back soon and catch up.

Phil Trotter commented that he has a meeting next Wednesday with FE and HE graphics. It had been suggested that Phil might be able to assist with discussing progression between FE and HE which he will be discussing.

The Principal discussed that dialogue across FE and HE and change management within the institution could be explored further at the May meeting.

GB14 0073 **PRINCIPALS REPORT**

Confidential Report.

GB14 0075 **FE RETENTION AND ACHIEVEMENT**

The Vice Principal Academic spoke to the previously circulated report and discussed that retention is one of the key indicators to judge the effectiveness of the College by Ofsted. Over the previous five years CCAD's retention rate has remained consistent. During that time retention rates in the sector have improved. As the result of action taken this academic year, the College is now also seeing retention rates at the College improve.

Members noted that FE retention is up compared to this point last year. Overall retention is 91.8% for 2014/15 compared to 90% last year.

The Corporation Board NOTED the FE retention update.

GB14 0076 **OFSTED PREPARATION**

The Vice Principal Academic gave a verbal update on Ofsted Preparation. Members noted that an action plan is in place following the mock-sted exercise which is being progressed. One of the actions included a College wide CPD conference which has been put together by the Quality Manager and Two FE Heads of School comprising a week long set of activities for staff to update on skills and teaching practice.

Phil Trotter left the meeting.

The Corporation Board NOTED the Ofsted preparation update.

GB14 0077 **COUNCIL FOR HIGHER EDUCATION IN ART AND DESIGN**

The Vice Principal Academic gave a verbal update on CHEAD which is the representative body for the art and design higher education sector (HE A&D). She discussed with members that CHEAD's mission is to contribute to the development of the A&D community, its standing and stature as well as its engagement with the outside world. CHEAD provides a voice for

and on behalf of HE A&D in the UK four nations advancing knowledge and understanding in the sector and promoting the sector's interests to others.

The facilitate debates and networking opportunities for senior staff from within and outside HE focusing on issues related to HE A&D and the Vice Principal Academic confirmed that she had become a member of CHEAD and was due to attend their conference next month.

Members NOTED the update on CHEAD.

GB14 0078 **EMPLOYABILITY INITIATIVE UPDATE**

The Head of Employability and Enterprise attended the meeting and spoke to his previously circulated report.

Members noted that CCAD Creative is an initiative established through the Enterprise and Employability service with the aim of:

- Developing community profile and engagement
- Promoting the profile and image of the Hartlepool campus
- Supporting the development of a creative cluster around Church Street backing the Council's regeneration programme
- Developing a recruitment pipeline for undergraduate students.

Members noted the activity which had taken place and what planned for the rest of the academic year, in particular that Will Simpson from the Game of Thrones had visited in January.

Charly Butler questioned whether there has been consideration of reputational risk due to possible lack of take up of the short courses and Patrick Chapman confirmed that this has been considered and that he had made a point to recognise that these short courses are aimed at participants with a higher skill level not beginners. Also that staff may attend which will increase the numbers. Members noted that Marketing has started early on marketing the short courses.

Jamie Macdonald commented on whether the courses could be marketed on a national level with the possibility of offering residential opportunities. Patrick Chapman confirmed that this is the offer and that the College is marketing the courses nationally including an advert in The Guardian.

Amy Rodgers suggested that FE students and staff should be invited to attend the courses.

Ian Swain requested that the information on the short courses are circulated to governors to allow further distribution within their networks.

The Corporation Board NOTED the update on CCAD Creative.

Patrick
Chapman

GB14 0079 HE CURRICULUM EVOLUTION

The Vice Principal Academic spoke to the previously circulated paper which described the process of increasing the credibility and appeal of the HE provision in the forthcoming prospectus and to highlight the College's distinctive art school character. This is based on providing niche and bespoke undergraduate offers. Members noted that the HE Heads of School are working on more detailed plans in particularly for courses such as millinery and jewellery as options within costume and fashion.

The Chairman questioned what niche courses need to be provided and the Vice Principal Academic confirmed that the College is undertaking a range of research into the offer.

The Corporation Board NOTED the update on HE Curriculum Evolution.

GB14 0080 MANAGEMENT ACCOUNTS FOR 31 DECEMBER 2014

The Vice Principal Resources spoke to the previously circulated report and members noted that the College is currently running with a year to date operating loss of £126k compared with a budgeted loss of £234k.

- Income is £61k behind budge as a result of lower than hoped for HE student numbers
- Pay expenditure is £101k better than budget due to delays in recruitment
- Non pay expenditure is £58k better than budget which is mostly due to withdrawing from the Neuropartners contact
- Bank covenants are satisfactory
- Cash balances stand at £1.2m

The Corporation Board NOTED the update on Management Accounts for 31 December 2014.

GB14 0081 MID YEAR BUDGET REVIEW

The Vice Principal Resources spoke to the previously circulated report which provided the Board with an update to the projected outturn of the college for the current financial year. Members noted that the budget was set at a time when recruitment figures were unknown. The mid year budget review allows the Corporation Board to note the latest projections for the full year outturn based on the most up to date information.

Members noted that currently the College is projecting a £55k loss in the 2014/15 financial year compared with a budgeted position of a £37k surplus. This is better than the loss of £74k which had been discussed at the Board in December.

Members were asked to approve the forecasted outturn for the 2014/15 financial year.

Ian Swain questioned whether this was the worst case scenario and if the position was likely to improve. The Vice Principal Resources commented that any surplus would be put back into marketing provision.

Patrick Smith commented on the bank covenant and how often this is reported to the bank and the Vice Principal Resources confirmed that this is monthly, however the Principal confirmed that it was only reported formally at year end.

Jamie Macdonald questioned what the marketing expenditure was in relation to the staffing costs. The Principal confirmed that it was around 2% of the staffing costs.

The Corporation Board APPROVED the mid year budget.

GB14 0082 LOCAL GROWTH FUND UPDATE

Confidential Report.

GB14 0083 HE APPLICATIONS AT UCAS DEADLINE

The Vice Principal Academic spoke to the previously circulated report which provided members with information on the UCAS applications for HE provision as at week 18.

It was noted that the number of applications received was disappointing. For 2014 entry the College received an increase in applications ahead of the trend for the sector, but this was not the case for the 2015 entry.

Members noted that work is now taking place with projected numbers on delivery of the programmes.

The Vice Principal Academic advised members that the College's view is that it competes most strongly where it is able to demonstrate convincingly to potential students that its offer can be differentiated from that of other providers, either because it offers a programme that is not offered in many other institutions or because its programme offers features or benefits not available elsewhere. This would indicate that future growth is likely to be dependent upon the creation of new programmes that are niche or distinctive; and greater differentiation of existing programmes from the offers of competitors.

Members were advised that the new prospectus for 2016 entry will further draw out the niche aspects and qualities which make CCAD distinct from its competitors (see Agenda Item 5.1). However, a key step for the College must be the commissioning of appropriate market research and consultancy support, as at present the above views are based to a substantial extent upon the views and opinions of staff rather than research directed at the views and preferences of potential students. It is presently expected that research will be commissioned in early March following a tendering exercise in February. Governors will be provided with an update in relation to this issue at the March meeting. Additional steps being taken include:

- A new events officer is now in post and will promote the College externally at UCAS and other targeted events. The number of external events attended is being increased;
- Agenda Item 6.4 HE Applications Update Page 5 of 5
- Brand awareness campaigns in regional and national publications (i.e. The Guardian); and
- Virtual Open days held through the College on line chat system on a weekly basis

Ian Swain commented regarding the photography numbers and whether the change in programme title commercial had affected numbers. Jamie confirmed that this was not the case.

Patrick Smith questioned whether HE staff could seek a patron to be associated with their programmes and the Vice Principal Academic confirmed that staff do try to do this. Jill also confirmed that it is also important that we shout about how well we are doing as a College and improve publicity.

The Corporation Board NOTED the HE Applications update

GB14 0084 FE APPLICATIONS

The Vice Principal Academic spoke to the previously circulated report and members noted that applications to date remains consistent with last year. Members were reminded of the issues affecting FE applications including a declining demographic, increased competition, lure of apprenticeships and public perception.

The Vice Principal identified the modifications to the curriculum being made to increase the appeal of the FE offer which include reintroducing an A level running alongside the Extended Diploma, a general first year on the Extended Diploma which will allow some specialisation but will enable students to keep their options open and looking at introducing in 2016 HNC and HNDs.

The Corporation Board NOTED the FE applications update.

GB14 0085 GOVERNOR LEARNING AND DEVELOPMENT PLAN

The Clerk spoke to the previously circulated governor learning and development plan which identified the training and learning requirements for members of the governing body for 2014/15 period.

The Corporation Board APPROVED the L&D plan for Governors.

GB14 0086 DRAFT PROCEDURE FOR NEW MEMBERS

The Clerk spoke to the previously circulated paper which set out new procedures for appointing members to the Corporation Board, following the change of governance arrangements with the Board.

Phil Trotter suggested that it would be beneficial to include the Vice Chair of the Corporation Board in the Triumvirate group (group to be renamed) which members supported.

The Corporation Board APPROVED the procedure for new members.

GB14 0087 **CORPORATION BOARD MEMBER VACANCIES**

The Clerk gave a verbal update on the current vacancies on the Board which following the appointment of Jane Rapley was one. Members noted that terms of office were due up this year for several members of the Board and that the new group set up to appoint new members would consider this.

The Corporation Board NOTED the member vacancies.

GB14 0088 **SCHEME OF DELEGATION**

The Clerk spoke to the previously circulated paper which set out the scheme of reservation and delegation for the Corporation Board. Members noted that the purpose of the scheme of reservation and delegation was to clarify the exercise of authority by the Board and its Committees to the Chairman, Principal, Clerk and Vice Principals. This was in line with good practice and members noted that it should be read in line with the Financial Regulations (to be presented to the March Board), Instruments and Articles and Standing Orders.

The Corporation Board APPROVED the scheme of reservation and delegation.

GB14 0089 **CONFLICTS OF INTEREST POLICY**

The Clerk spoke to the previously circulated report which had been considered at the January 2015 Corporation Board. Members noted the revised wording that was under the section "failure to disclose a relevant interest".

The Corporation Board APPROVED the conflicts of interest policy.

GB14 0090 **REVIEW OF MEETING CONDUCT AND IDENTIFICATION OF ITEMS FOR INCLUSION IN THE RISK REGISTER**

Members fed back that they felt that the meetings were developing well.

The following items were identified to include on the risk register:

- Bank covenant
- Time issue with building project

GB14 0091 **CONFIDENTIAL ITEMS**

It was agreed that the following items were to be maintained as confidential:

- Principal's report
- FE funding cut next year
- Heritage lottery funding

Clerk

GB14 0092 DATE AND TIME OF NEXT MEETING

The next meeting of the Corporation Board will be held on Friday 27 March 2015 at 12.00 pm at Leeds College of Art. All

Signed:

Name:

Date: