

**CONFIRMED MINUTES OF THE CORPORATION BOARD STRATEGY MEETING
HELD ON FRIDAY 13 OCTOBER 2017 AT 11.00 AM
THE BOARD ROOM, CHURCH STREET, HARTLEPOOL**

Present

| | |
|---------------------|--------------------|
| Graham Robson | Chairman |
| Patrick Smith | Vice Chairman |
| Sarah Fawcett | Independent Member |
| Ian Butchart | Independent Member |
| Jane Rapley | Independent Member |
| Tim Bailey | Independent Member |
| David Hughes | Independent Member |
| Kieron Goldsborough | Independent Member |
| Robin Simmons | Independent Member |
| Phil Trotter | Co-opted member |
| Eyv Hardwick | HE Staff Governor |
| Jane Havakin | HE Staff Governor |
| Andrea Goodwill | FE Staff Governor |
| Martin Raby | Principal |

In attendance

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| Jackie White | Clerk & Governance Advisor |
| Stuart Slorach | Vice Principal Resources |
| Pat Chapman | Vice Principal - Employability and Enterprise |
| John Waddington | Vice Principal - HE |
| Mike Wheaton | Vice Principal – Student Experience |
| Ros Adamson | National Museum of the Royal Navy (agenda item 1) |
| Adrian Wintle | MIS Manager (agenda item 6) |

| 17.001 | <u>WELCOME AND INTRODUCTIONS</u> | Action |
|--------|---|---------------|
| | The Chairman welcomed members to the meeting and introduced Ros Adamson from the National Museum of the Royal Navy. | |
| 17.002 | <u>APOLOGIES FOR ABSENCE</u> Apologies of absence were received from Denise Ogden and Ian Swain Independent members. | |
| 17.003 | <u>QUORUM</u> 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. | |
| 17.004 | <u>DECLARATION OF INTEREST</u> The Chairman reminded members that all declarations of interest should be with the Clerk as soon as possible. There were no further declarations made. | |

17.005

MARKETING ISSUES

The Chairman offered Ros Adamson the opportunity to speak with members of the Board regarding the links with the National Museum of the Royal Navy (NMRN) which had recently been established and whether there were further opportunities of collaboration to explore in the future. Members were interested to hear the future plans for the Museum and how the College could contribute to its future.

Pat Chapman referred members to his previously circulated presentation and gave members an update on the activity which had occurred over the last 2 years.

Kieron Goldsborough commented that he could see the growth made through the marketing activity and that there was a lot of traffic being directed to the site, he asked Pat what the College were classing as conversions and Pat advised that this was clicking through and clicking on and accessing key pages. Pat stated that the College monitor then made phone calls or used the direct access page into the recruitment team. Kieron also asked Pat if the College used call tracking numbers and Pat advised no, Kieron suggested this might be useful to do. Finally Kieron commented that prospectus downloads could be measured as well and Pat advised that the College did this.

Ian Butchart referred Pat to the section on bidding on users as competitors and Pat advised that the College do bid against UCAS competitor institutions to get placed at the top of any search.

Ian also asked if 20% was a stretch target as it seemed to him it was and Pat confirmed it is a stretching target, but that he wanted it to be realistic and achievable year on year.

Ian discussed the development of the content marketing plan and asked if academic staff were contributing to this, Pat advised that a variety of staff are involved in developing some short term video content onto YouTube and the website. The College has also developed a new YouTube channel called Canvas. Ian asked how keen academic staff are to be involved and Jane Havakin confirmed she has had a conversation with the Principal and was keen to take this forward.

Tim Bailey discussed that the student story is strong, with the “day in the life of” feature showing a good student experience.

Jane Rapley asked Pat if he thought the marketing activity had been as impactful for FE as it has been for HE. Pat confirmed that it has played a strong part in FE recruitment but that he didn't think it had had as much impact but that's because the College have pushed HE for the growth numbers. Jane commented that FE needs pushing and more attention. Pat confirmed that the ratio of work is 2:1 in terms of HE but will be pushing FE content each week.

Jane asked if there is there a style issue when targeting younger users, eg FE. Pat advised that there was and that we need to distinguish between the younger age group and use media such as snapchat and Instagram.

Principal

Kieron commented that in terms of the KPI on PR value, that the College were using an old measure and that it might want to use brand sentiment as well. Pat agreed with Kieron but advised that PR value it is a current KPI in the dashboard.

Ian Butchart asked how we change KPIs in the dashboard to ensure that they are the most appropriate and the Chairman confirmed that if it is a sensible thing to do management should just take action.

17.006 **STUDENT RECRUITMENT**

Confidential report.

17.007 **STAFFING CHANGES**

Confidential report.

17.008 **CURRICULUM PLANS 2018**

Confidential report.

17.009 **NATIONAL STUDENT SURVEY**

Paul Braine attended the meeting and referred members to his previously circulated report which set out details of the College's performance in the 2017 National Student Survey. Phil Trotter advised that the College must act on the 22 negative comments about learning resources. The Principal commented that the College weren't very happy about some programmes and their approach to out of hours access to facilities and a chunk of negative comments relate to out of hours.

Ian Butchart commented that he was disappointed with the comments on the library resources and it would be helpful to know what the specialist Colleges results were. Ian asked the Principal how the College are going to address the issues which are raised recognising there are some real challenges coming over the next couple of years. The Principal advised that a new Library and Learning Resources Manager, Rosie, had been appointed to manage the library and learning resources and the reason she is coming is that this problem was acknowledged a while ago and needed addressing. Ian kindly offered his support.

Jane Havakin commented that the overall mean percentage scores are really good. Can we remind staff of these great figures prior to open days. Pat Chapman agreed to reissue the details to staff.

Pat
Chapman

17.010 **DLHE UPDATE**

Pat Chapman referred members to his previously circulated report which set out a summary of the 2017 Destination of Leavers of Higher Education survey (DLHE) which gives details

of the employment and postgraduate status of graduates who left the College in July 2016. The results once more place the College at the leading edge of all Higher Education providers in the UK. Kieron commented that the numbers were fantastic, but that he was concerned with the 54.3% self employment / own business score questioning the understanding of this term for students. Pat advised that the survey is collected through a telephone survey so he does feel that students do understand what they are answering.

Jane Havakin commented that for the two programmes she was involved in which did well, a lot of students are hired onto films on a freelance basis and told to be self employed and are working for TV and film.

Jane Rapley commented that she felt 54.3% was too high and the ambition should be that CCAD students go into regional businesses and as a long term ambition would like to see this increase. Jane also commented that it would also be interesting to do a CCAD survey 2-3 years down the line to see what the numbers look like.

Tim commented that it is important that we establish a mentoring network for the students moving into Whitby Street buildings as its really important to ensure that people stay in the region and have a network in the region. Whether it is through alumni or connected businesses. Kieron discussed the industrial liaison group, of which he was a member, and whether there is another level down around specifically employing CCAD graduates.

17.011 AUB INSTITUTIONAL REVALIDATION

The Principal referred members to his previously circulated report which set out the current position in relation to AUB validation and possible accreditation. Members noted the position.

17.012 AREA REVIEW

The Principal gave a verbal update on the area review and members noted that the FE Commissioner team are looking at Redcar and Cleveland College following the initial recommendations to merge with Middlesbrough. The Stockton and Darlington merger has not taken place and it is now proposed that Stockton take over Redcar & Cleveland College. In Hartlepool the merger with FE and the 6th form fell apart and resulted in Sunderland College taking over the 6th form College. The Combined Authority had been driving forward the Learning Trust and a meeting was held a couple of weeks ago in which they agreed to bring in schools and other providers of FE.

A meeting was held last week with Middlesbrough Council around the Middlesbrough project and are keen on CCAD's involvement in this. The challenge is around the funding. Encouraged that the FE College new build is a possibility. Business case timescale would be around 2018, construction phase 2019 with a new building 2020.

Phil asked if resources would be an issue with the suggested timescales and the Vice Principal advised that it wouldn't be an issue.

Jane Rapley asked if the College had ever considered consolidating on the Hartlepool site and the Principal discussed that it had been considered.

17.013 **COLLEGE NAME**

The Principal advised members that there had been some further discussions with colleagues at DfE, changes to government affected our timescales whilst the new minister settled in. Members noted that the College have sought stakeholder support from local leaders, the Mayor, chief executives and relevant MPs which was positive. Further discussion with DfE will happen soon and the aim is to recommend approval and submit this to the Minister. The Principal hopes to hear something back next week in terms of timescales. Submission should go to Minister late November.

17.014 **LGF PROJECT**

The Vice Principal Resources updated members on the LGF Project. Members noted that Phase 2 is expected to be complete just before Christmas, which some testing of lighting etc which might slip into the new year. The Budget is ok. Phase 1 is largely complete, some snagging work and post contract works being undertaken by Esh. Not all post contract works are completed, one unfortunate issue is the dye lab ventilation which is problematic. Very much a design team issue and the other issue which is the extract for the spray booth. Phase 1 close to budget following the refunds received, in overall terms Phase 1 and 2 are fine in terms of financial envelope. Lots of positive comments from staff and students. The Principal acknowledged that the project review is still required and a format has been agreed to undertake this.

Principal

17.015 **NEW BUILD FORMAL OPENING**

The Principal advised members that the new building will be formally opened on 8 November 2017 and that the College have secured the CEO of HEfCE to open the building. The Principal commented that he is pleased that she has agreed to open the building and is very encouraged regarding the positive comments she has been giving us.

Tim Bailey left the meeting

17.016 **PROPERTY UPDATE**

The Vice Principal Resources provided members with an update regarding property.

David Hughes asked the Vice Principal Resources whether we can we offer accommodation to 1st year students who want it. The

Vice Principal Resources advised that we can meet the current demand but the Principal commented that this is only the case if they live more than 15 miles away. However, there is demand from students who live within the Tees Valley but we can't offer this at the moment.

Patrick Smith referred members to the chart on page 8, draft student number projections for accommodation and asked the Vice Principal Resources if we think we have enough accommodation to meet the demand. The Vice Principal acknowledged that this was an issue and advised that he has been looking at further opportunities.

Patrick commented that he thought we had ruled out Titan House previously, and the Principal advised that we had but since then it has been refurbished and will be refurbished again if we take it on.

David asked if there are any providers other than Thirteen Group and the Vice Principal Resources commented that we are currently looking at this as we are aware of other providers which we would want to discuss options with. There is interest from private providers.

Phil commented that it would be good to see the financial costs associated with the paper.

The Chairman asked what the timescale is for ISQ2 and the Principal advised that the aspiration would be for a business case towards the end of this academic year.

The Chairman asked if there was a "Plan B" if the media village doesn't come off and the Vice Principal Resources advised that Middlesbrough Council are meeting the Combined Authority in 2 weeks time so we should know after that. He discussed that "Plan B" will be going back to "Plan A" and start refurbishing Green Lane but we have to look towards a new build within the next 10 years.

David asked who else was in the Middlesbrough development and the Vice Principal advised that accommodation for the BBC and a new cinema were planned.

Jane asked what would happen to Green Lane and the Principal advised that its sale value would be the College's contribution to the Council's costs.

The Corporation Board to APPROVED the outline developments going forward.

17.017

PROPOSALS FOR ANNUAL REPORT, CHANGES TO KEY PERFORMANCE INDICATORS, KEY TARGETS

The Principal referred members to his previously circulated report which set out proposals for a new method of reporting and monitoring College performance. Phil and Jane commented that

it was an excellent idea. Phil advised that his only reservation was for those items which require scrutiny, and he would be a bit concerned that we had enough time to do scrutiny. The Principal commented that there is an element of looking at governance and not completely delegating but accepting that there will be some assurance given from Board sub committees.

Jane commented that it might be more sensible after we have received this report to enable scrutiny to occur.

Sarah commented that it was a really good idea, but would need an extended time to read it as it will be a large report.

Sarah also asked if members are getting enough information on safeguarding, advising that the annual report will come in November, but recognising that she will give updates following buddy meetings. David advised that once he has received the annual report he will be able to confirm whether he has sufficient information.

David asked if some parts of the annual report could be made public to the outside world. The Principal commented that not the whole document but an executive summary that goes out annually to stakeholders that pulls out some key message could be pulled together.

Patrick commented that to make life a bit easier could the Principal produce an executive summary directing members to essential parts of the report.

Phil commented that he didn't spot H&S but the Principal confirmed it was included.

Jane asked if it included a section on staff development and the Principal confirmed it would include a HR update.

Principal

17.018

UPDATED STRATEGIC PLAN

The Principal referred members to his previously circulated report and College Strategy. Members noted that the main objectives of the College Strategic Plan, namely growth in HE student numbers and increasing HE orientation, leading ultimately to transfer to the HE sector and gaining Taught Degree Awarding Powers (TDAP) remain unchanged. The Draft Strategic Plan reflects recent changes (such as the creation of an Academic Strategy) and has been considered by the Extended Principalship Team (EPT). Phil commented that the changes are largely updating and the Principal confirmed that this was the case but did include the academic strategy.

Jane commented that it was a fantastic strategy. Jane felt that, having read the papers that this is dynamic and that the college has reached an exciting point and the prospects going forward are also exciting – well done. The only issue is that to get the results that you get at CCAD, maintaining staff, their morale, and team work is essential to give your students a high quality

experience. Your staff also need to have a high quality experience but she couldn't find anything on how the College will value its staff. She felt that something was missing in the tone on how CCAD as an institution support and value staff.

The Principal advised that this was a fair comment, probably indicative of some of the changes with staff that we are going. We are going through a challenging period of years with what is happening in terms of our sector transfer ambitions. What we ask of staff will change and some people won't like that, HR, and Amy will have a role in how we will support staff.

Ian Butchart commented that it is also upon the Board to show it respects the staff and what they do, one small thing I have unease about is that all the Board meetings are at Hartlepool this year. It's the small little things that we belong to one College – certain gestures that we need to think about as a Board, and with other staff sessions.

Robin commented that it is a good document and does illustrate the achievements made and those going forward, staff need to think about the College as a major employer in the Region and this area and if we think about how we attract staff it might be helpful to frame this.

David asked what happens to the staff student ratio as we grow? The Principal advised that we expect it to be more efficient as we currently have small staff to student ratios. The challenge is to maintain the student experience as the group size changes.

Robin discussed that art and design is a bit different, staff to student ratios doesn't work in quite the same way as other academic subjects, but research shows if you go below 10 it doesn't work as well.

The Corporation Board APPROVED the College Strategy.

Robin left the meeting 15:00

17.019

RISK REGISTER

The Vice Principal Resources referred members to the previously circulated risk register which was a high level risk register, reviewed by the Audit Committee on behalf of the Board.

The Chairman suggested that the Audit Committee identify out a risk or risks and suggest to the Board they do some scenario planning around management actions on how to take this forward.

Patrick commented that it would depend on what the context it was held but was supported.

Ian Butchart commented that we need to explore what the "what ifs" really consist of.

17.020

REVIEW OF BOARD AND COMMITTEE EFFECTIVENESS

The Clerk referred members to her previously circulated report.

Phil commented that we need to do this review, but that he would prefer a discussion rather than a questionnaire. Possibly do it face to face next time, a managed discussion might be more valuable than filling in a questionnaire.

Jane commented that she liked the questionnaire as it went into areas she wouldn't normally have explored.

The Chairman commented that it did identify that we have some new governors which reflected some of the comments.

Patrick discussed that he liked the questionnaire as it gives everyone an opportunity to comment. A free form discussion doesn't always give people the opportunity to discuss.

Ian Butchart commented that the questionnaire was very good for what has been described, but that it may be worth having a half hour small group discussion looking at what we understand of the questions.

The Corporation Board APPROVED the Review of Board Effectiveness and Action Plan.

17.021 **REVIEW OF MEETING CONDUCT & IDENTIFICATION OF ITEMS FOR INCLUSION IN THE RISK REGISTER**

The Chairman commented that he thought the session was very informative and if members agreed and were happy he would ensure the format continues into the October Strategy Day.

Kieron thanked the Clerk for getting the papers out before the weekend which helped prepare for the day.

There were no further items for the risk register.

17.022 **CONFIDENTIAL ISSUES**

It was agreed that student recruitment, curriculum plans and staffing information was confidential.

17.023 **ANY OTHER BUSINESS**

There was no further business and the meeting was closed.

17.024 **DATE AND TIME OF NEXT MEETING**

The next meeting of Corporation Board will take place on Friday 17 November 2017 and will take place in the Committee Room, Middlesbrough Campus.

Signed:

Date: