

**CONFIRMED MINUTES OF THE MEETING OF THE CORPORATION BOARD
HELD ON FRIDAY 18 MARCH 2016
IN ROOM 51, TV & FILM SEMINAR ROOM, HARTLEPOOL CAMPUS**

Present

Graham Robson	Chairman
Patrick Smith	Vice Chairman
Jane Rapley	Independent Member
Robin Simmons	Independent Member
Ian Butchart	Independent Member
Ian Swain	Independent Member
Sarah Fawcett	Independent Member
Charly Butler	Staff member
Martin Raby	Principal
Marius Hanzak	HE Student Member

Also in attendance

Stuart Slorach	Vice Principal Resources
Jackie White	Clerk to the Corporation

WELCOME AND INTRODUCTIONS

The Chairman welcomed members to the meeting

GB15 063 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Denise Ogden and Mark Stokeld, Independent Members and Shakira Moore Student Governor and Andrea Goodwill Staff Governor.

GB15 064 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.

GB15 065 DECLARATIONS OF INTEREST

No further declarations were raised with regard to the agenda.

GB15 066 MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting held on 12 February 2016 were agreed as a correct record subject to the following amendments:

Page 2, GB15043, 3rd para, last line, remove and
Page 6, GB15051, 4th para, through to be replaced with thought
Page 6, GB15052 and GB15053 titles of each section to be amended from Staekholder to Stakeholder

Clerk

GB15 067 MATTERS ARISING

The following matters were discussed:

GB15 037 - Annual Risk Management Report – The Vice Principle Resources confirmed that LGF risks were contained in the Risk Register.

GB15 057 – Risk Management Policy and Risk Register – Ian Butchart confirmed that the Audit Committee is picking up IT risks.

GB15 068 MEMBER'S ISSUES

The Chairman offered members the opportunity to update the Board on issues not covered under the agenda. This week independent members had met with their buddies and gave updates as follows:

Ents Production (BA) - 3D (FE) - Patrick Smith fed back that there was concern with his programme leaders regarding the budget for equipment in new building. The Principal confirmed that the specification for equipment is still in progress so nothing has yet been agreed.

Film/TV (FdA) - Interactive Media (FE) - Ian Butchart fed back that he had joined with Patrick Smith and they had visited the Street which was really worthwhile and there was great enthusiasm. He spoke to a student who was working on a puppet and again they showed great enthusiasm regarding the programme. Ian Butchart commented that the programme leads recognised the need to collaborate and had good relationships across FE and HE.

Textiles (BA) - A-level (FE) - Ian Swain fed back that he had a really enjoyable visit, with lots of conversations with students in final year and plans for the future who were focussed on what they were doing and where they were going. Very positive about new building.

Illustration (BA) - Access to HE (FE) - Foundation Diploma (FE) - Robin Simmons commented that he had enjoyed meeting his buddy who showed Robin some students work, met staff and students and had the opportunity to discuss plans for the new build and the spaces being created for the programme. Robin discussed that he had had a chat about student numbers and potential for growth and was impressed with industrial links and live briefs.

Safeguarding – E&D and Prevent - Sarah Fawcett discussed that she had met with her buddies and they had been considering the recent management changes and working together on how this works. She had attended a Committee meeting on Wednesday and lots of good things were happening, policies and procedures were in place, but that she felt that E&D was a bit disconnected for students and staff. Sarah discussed

that she would like E&D and Safeguarding to be added onto the internal audit programme in around 12 months time.

Enterprise & Employability - Fashion (BA) - Fashion & Textiles (FE) - Jane Rapley discussed that she had met with Pat Chapman and there were no particular issues. Jane also met with her Fashion buddies and discussed the development of the HE fashion programme and how this was taking shape but it will require much more marketing outside of the region including significant liaison relationships which will also provide credibility to the course. Discussions are ongoing with regard to collaboration with Textiles.

Marius Haznak commented that he was involved in the student engagement strategy and student council meetings which will be an opportunity for reps to come together.

Costume (BA) - Design Crafts (FE) – Graham Robson fed back that he had met with his buddies and met students who were designing and making the clothing for the puppets.

No other issues were raised.

GB15 069 PRINCIPAL'S REPORT

The Principal referred members to his previously circulated report and discussed with member's that the College has received its draft allocation for 2016/17. Clarification of some details is still being sought, but the allocation initially appears to be significantly higher than anticipated in the College's financial forecasts because Transitional Protection has been delayed by three weeks. The College has made good improvements in FE retention and success last year. it is difficult to forecast year end outturns at this stage, but the current position is up by 3%.

Members noted that the College received at end of February confirmation from the SFA of the College rating of financial health as outstanding. In times of reducing allocations in FE this is positive.

The mid year budget review is ahead of where we expected to be and discussed further on the agenda.

FE firms at the end of February 2016 are currently the same as February 2015. The Principal discussed the changes made to the admissions policy allowing for some unconditional offers, with this shift is in line with the market. This policy change will be reviewed next year.

With regard to HE curriculum offer the Principal advised members that further work is still required this year on this agenda with staff and programme issues being highlighted. This will be further discussed at the May Strategy Day.

Sarah Fawcett commented that it felt positive and was pleased to see high response rate on the National Student Survey. The

Principal discussed that that the approach to getting students to participate had been changed this year.

Patrick Smith commented on the HE staffing issues referred as part of the HE curriculum discussion and asked for clarity on what they are and how will they be resolved and when. The Principal discussed that there are some general staffing issues, scholarly activity and research issues. There are some programme teams where programme leaders have difficulty in articulating the programme and that comes across to Mike Wheaton and Marketing staff when looking at the text for the prospectus.

The Chairman commented that we are collecting a portfolio of property and asked whether we should give some thought to this at the Strategy meeting and the Vice Principal Resources agreed.

With regard to Bank Borrowing the Principal discussed that a meeting had been held in line with the delegated authority of the Board and it had been agreed and recommended by the Chairman and Principal that restructuring option 1 (an unsecured revolving 5 year loan with variable rate) was taken forward by the Vice Principal Resources subject to the bank covenants being the same or better than for the previous fixed rate loan agreement. This will involve instructing the Bank to cancel the existing fixed rate loan and replace with the above.

The Corporation Board RECEIVED the Principal's Report.

GB15 070 KPIs

The Principal and Charly Butler spoke to the previously circulated KPIs and members noted that the information was positive about FE retention, HE cohort retention was an issue which is being worked on and some work has been undertaken during year to support this.

In year retention at HE is slightly down compared to this time last year but earlier interventions have been put in place this year compared to previous years.

The Chairman discussed that it didn't look like Maths and English were going to meet target, and the Principal advised that this was likely but was hoping that performance improves as there have been changes to the awarding body.

Sarah Fawcett commented on the FE recruitment activity table contained within the Principal's Report in relation to the schools we can get into and why we can't get into other schools and what about the ones we haven't had students from for the last 3 years and whether we should continue to put effort into these schools. The Principal discussed that there are various reasons for not being able to get into schools including those who have a sixth form college, relationships with FE colleges etc, however

this was being covered later on the agenda and would be picked up by Liam Bradley.

The Corporation Board RECEIVED the KPIs.

GB15 071 **LOCAL AREA REVIEW**

Confidential Report.

GB15 072 **OFSTED PREPARATION REPORT**

John Waddington attended the meeting and spoke to his previously circulated report which provided members with an update in relation to any future Ofsted inspection. Members noted that the College was last inspected by Ofsted in June 2009, when it was granted 'Outstanding'. Whilst the College maintains high success rates it is unlikely that an inspection will be triggered, but Ofsted do inspect a proportion of 'Outstanding' institutions every year and the College may be selected for inspection on this basis.

John Waddington discussed that he had attended an FE plus quality meeting and agreed to meet with Colleges who were waiting on a call from Ofsted to network and share good practice.

John discussed that the College needs to be ready every day and confident plans are in place to manage this.

The Principal mentioned that Ofsted have published that they will not be updating their dashboard. Robin Simmons commented that John's approach sounds highly appropriate given the circumstances and that he felt that he was taking an intelligent approach and keeping the pot simmering and being mindful of this. Robin also commented that on the Ofsted Working Group Maths and English required a representative and who this was. John explained that he coordinates Maths and English but is conscious that ideally he would like to highlight someone else to coordinate this area. Attendance at Maths and English and Maths results are the key areas of concern.

Ian Butchart asked who covers John if he is ill. John advised that Mike Wheaton and Caroline Forknall, quality manager are prepared.

Jane Rapley asked John how he will keep it simmering if they don't come. John discussed that it is about ensuring that standards remain high and support staff to achieve this so it becomes day to day business.

The Corporation Board RECEIVED the Ofsted Preparation Report.

GB15 073 **HER UPDATE**

Confidential Report.

GB15 074 SCHOLARLY AND RESEARCH ACTIVITY

The Principal spoke to the previously circulated report and members noted that the College is considering changes which will potentially shift the character of its HE provision. In broad terms the report seeks to highlight the “direction of travel” in this respect.

Members were advised that given the College’s prioritisation of HE growth as an objective, and the need for curriculum development to support this, the College is seeking to shift the emphasis of HE staff activity towards scholarly activity. This move risks adversely affecting some of the research activities being undertaken by staff. Consequently the College is developing a revised approach for 2016-17. The system of individual proposals (in advance) will allow better management and supervision of staff and their research activities.

Jane Rapley commented that it is a very sensible and realistic move. Underpinning and understanding the practice is likely to get a better response from staff and then they might move into research.

Robin Simmons echoed Jane’s comments and suggested that in the medium term the College might have a range of research or scholarly activity between staff.

Robin questioned what the mechanism is to drive this agenda forward, which is more difficult than it sounds. The Principal commented that we want greater clarity to staff first on expectations and then this needs to filter down to staff in terms of their objectives and systems in place for pre planning and post review on dissemination.

Ian Butchart confirmed that a definition is difficult and having a clearly defined personal statement from each member of staff might be helpful.

The Principal discussed that library and scholarly activity links and acceptance of a varied response from staff on their involvement in scholarly activity, therefore that’s why we want a specific plan on this.

Robin Simmons discussed that this needs to be addressed at a number of levels – macro level - rights and responsibilities, increasingly through different HEIs there is a trail through to individual appraisals as part of this there are outputs in terms of scholarly and research activity. This will give different outputs for different people but at a more focus level this starts to mobilise it.

The Principal commented that staff need to be supported by good quality planning of the curriculum planning and using the curriculum planning model to help with this planning and allowing time for scholarly activity.

Robin Simmons commented that within this there are also things that you can do to help them for instance some forms of mentoring, shown or made aware of how to drive forward the scholarly activity agenda.

Ian Butchart suggested that FE should be part of this and the Principal agreed with this comment.

The Corporation Board RECEIVED the Scholarly and research activity report.

GB15 075 ACADEMIC BOARD SUB COMMITTEE CHANGES

The Principal in conjunction with Tricia McKenzie spoke to the previously circulated report and members noted that the operation of the Academic Board and its committees is strategically important insofar as it will be a key issue in working towards a Taught Degree Awarding Powers (TDAP) application. In developing the Self Evaluation Document (SED) and preparing for the Higher Education Review (HER) the Academic Board discussed the operation of its committees and concluded that the structure should be simplified. This was formally agreed in January, subject to detailed proposals being considered in June. It is therefore highly likely that the Governing Body will be invited to consider revised Terms of Reference for the Academic Board at its meeting on 1 July.

To avoid the potential for difficulty at the meeting, draft proposals were discussed to give a reasonably clear indication of the likely changes so that members may raise any concerns and these can then be considered by the Academic Board.

The Principal highlighted some of the issues with regard to the current committee structure which included similar staff in similar committee meetings which were mindful to discuss items which were not as part of the terms of reference and business of the committee.

Jane Rably commented that she recognised the problem however she did have some concerns that there would be a massive agenda for the one sub committee and then the danger is that further structures would be established from this one committee. Jane commented that she would leave academic planning out of the one large committee and be careful on the amount of business of the one committee.

The Principal confirmed that there would be extra meetings of the larger committee rather than trying to consume the business of the current agenda.

Robin Simmons commented that he recognises the point made by Jane on workload and creating a third tier would not be appropriate, but as it's a relatively small college it may not be such an issue.

The Corporation Board RECEIVED the Academic Board sub committee changes update

GB15 076 DLHE SURVEY INTERIM REPORT

Confidential Report.

GB15 077 CHURCH STREET STUDIOS AND ENTERPRISE SUPPORT UPDATE

Pat Chapman gave a verbal update on the work he had been undertaking with HBC as part of the regeneration of church street area and LGF fund which was successful and included the proposal for studios and a creative enterprise centre. Pat discussed that he is currently working with property consultants and architects and subject to contracts this is moving along very quickly. The current business plan prices the studios very competitively and attractive fully serviced studio spaces. CCAD will make use of the space to work in the enterprise support and alumni.

Robin left the meeting 3.13 pm

The Corporation Board NOTED the Church Street Studios and enterprise support update.

GB15 078 HE APPLICATIONS

The Principal spoke to his previously circulated report and members noted the report sets out the current level of HE applications; details the current number of firm acceptances; and sets out the changed policy in relation to offers being made and considers its impact.

With regard to current HE applications, the position at week 25, members noted that there were 432 applicants and 459 applications compared to the 2015 position of 441 applicants and 492 applications.

Of course applicants can only undertake one programme of study each. The above data show a decline in the level of multiple applications, and also that the overall applicant number is close to that for 2015 at this point in the cycle.

The data in respect of current firm acceptances for this year and last year show 29 from internal CCAD students and 52 from external students.

Analysis of firms by nature of offer shows 56 conditional offers and 25 unconditional offers. Whilst it is too early definitively to assess the impact of the College's policy change, early indications are that it has increased the level of firm acceptances. It is however possible that this picture will not be maintained through the admissions cycle.

The Corporation Board RECEIVED the HE applications update.

GB15 079 FE/HE PROGRESSION AND KEEPING WARM ACTIVITIES TO PROMOTE CONVERSION

The Principal spoke to the previously circulated report, supported by Liam Bradley who gave a presentation to members. The report provides details of the College’s planned activity in order to provide assurance that this area is receiving a high level of attention. As noted in Agenda Item 5.1, HE application have declined this year. In this context “keeping warm” activities are especially important in order to seek to boost the conversion rate of applications to firm acceptances. FE/HE progression is a key issue, and work on this for the 2017 applications cycle is already underway. Details of planned activity were set out in the attached appendices. The acting Student Recruitment Manager, Liam Bradley, discuss this area with members.

Sarah Fawcett asked Liam her question regarding schools raised previously in the Principal’s Report. Liam confirmed that the view is to continue to put effort into those schools who have not engaged with the College as often there are internal changes in the school which will allow for access. In addition Sarah questioned the role of governors and whether they could help with access to schools and Liam confirmed that it would be great for governors to assist in this area.

The Corporation Board RECEIVED the FE/HE progression and keeping warm activities report and presentation.

GB15 080 BUDGET MID YEAR REVIEW

The Vice Principal Resources spoke to his previously circulated report and members noted that the report provided members with the latest estimated outturn position for the 2015/16 financial year

SUMMARY

Headline figures are as follows:

	Original Budget	Forecast Outturn	Variance
Income	£8,072k	£8,124k	£52k
Staff Costs	£5,227k	£4,963k	£265k
Non Staff Costs	£2,755k	£3,058k	£(302)k
Operating Surplus	£89k	£103k	£14k

- Income – up as a result of higher than budgeted HE numbers
- Staff costs – down as result of over-providing for the increase in pension and national insurance contributions, plus various timing issues on recruitment or non-replacement of leavers
- Non-Staff costs – various costs have been incurred that were not planned for around the Local Area Review, Higher Education Review. To this has been added additional expenditure around IT software (£30k) and more importantly long term property maintenance and minor works (£168k)
- Interest costs are anticipated to be lower as the College draws down funding later than planned due to delays in the LGF project

Ian Swain commented that it was nice to see the staff salary savings being put back into maintenance of the building, and asked if that will have a knock on effect to future maintenance. The Vice Principal Resources advised no as we will still have further investment required in future years.

Ian Butchart asked about pensions referring to the budget statement, and whether we know what this means for the College yet. The Vice Principal Resources confirmed that he hadn't assessed this yet.

The Corporation Board APPROVED the mid year budget review.

GB15 081 **MANAGEMENT ACCOUNTS**

The Corporation Board received the management accounts as a silent paper which highlighted the following:

The College is currently running with a year to date operating surplus of 191k which is £148k better than the approved budget

- Income of £4,136k is £99k ahead of budget which is mostly down to HE fee income being better than planned as recruitment levels are slightly higher than expected. Additional support income is behind budget, but this is mainly due to Stockton and Hartlepool BCs not finalising our allocations. There are profiling variances for Lime Crescent rental income. Art Café sales are down mainly as a result of a change in timetabling at FE where most teaching takes place Mon-Thu meaning less students coming in on a Friday.
- Pay expenditure of £2,422k is £198k better than budget due to phasing of recruitment against planned vacancies and an over provision for pensions and national insurance in the budget.
- Non-pay expenditure of £1,523k is £149k over budget. This is partly due to timing differences between the budget phasing and actual expenditure.
- Cash balances are £1,438k which is in line with the previous cash flow forecast

GB15 082 **HEALTH AND SAFETY MATTERS**

The Vice Principal Resources spoke to the previously circulated reports relating to health and safety matters. Firstly the Corporation Board received the Health & Safety Policy for review and approval. Members noted that the Policy is a key document for the compliance of the College with legislation for the protection of its staff, students, visitors and other people that enter the premises of the College. The Health and Safety Committee reviewed the Policy in 2015 but in the period during which the Health and Safety Advisor left and a new one appointed this policy did not get presented to the Board for approval. Members noted that the policy has not changed in either format or content other than the statement on health and safety, which now mirrors that given as the exemplar on the HSE website.

Secondly the Vice Principal Resources shared with members a report on health & safety incidents. Members noted that the College continues to monitor accidents and incidents as part of its Health and Safety policy. In 2014-15 there has been a year on year drop in the number of incidents/accidents from 52 in 2013/14 to 40.

A new Health and Safety Advisor has been recruited in November 2015 and has been appointed on a full time basis. Previously the position has been a part time roll but the College has decided that there more of need for compliance and proactive support than in prior years.

It should be noted that there has been 1 RIDDOR incident since this report was compiled which is reported on below

Ian Butchart advised members that the Audit Committee had looked at Health and Safety in detail at their last meeting and he had recommended that the Internal Audit report on Health & Safety matters be shared with the Board. Ian asked the Chairman whether there should be a governor link person. Ian Swain commented that there may be some legal implications for a lead governor so we need to think about this.

The Chairman discussed that an update during the year on progress should be reported to the Board and the Clerk needs to ensure that the annual cycle of business identifying key strategic items such as Health & Safety are included as items at Board meetings. The Chairman also asked if the relevant Act of Parliament was still the 1974 act and not something more recent.

Clerk
VP
Resources

The Corporation Board APPROVED the Health & Safety Policy and RECEIVED the Health & Safety Annual Report.

GB15 083 **GOVERNANCE UPDATE**

The Clerk spoke to the previously circulated report and members received an update on the latest legislation / publications on governance; proposal for Co-Opted members of the Corporation Board; Update on governor recruitment and Instrument and Articles of Government.

The Corporation Board RECEIVED the governance update.

GB15 084 **DRAFT COLLEGE CALENDAR AND DATES FOR THE CORPORATION BOARD MEETINGS**

The Clerk and the Academic Registrar, Paul Braine, spoke to the previously circulated papers highlighting key dates and events for the college and the Corporation Board. The Principal discussed that the College Calendar required further update but this did not affect the future meetings of the Corporation Board.

The Corporation Board APPROVED the Corporation Board dates for 2016/17.

GB15 085 REVIEW OF MEETING CONDUCT AND IDENTIFICATION OF ITEMS FOR INCLUSION IN THE RISK REGISTER

There were no comments in relation to the conduct of the meeting. There were no items for inclusion in the risk register.

GB15 086 CONFIDENTIAL ITEMS

It was agreed that elements relating to LAR, property, HER, DLE data was confidential.

Clerk

GB15 087 DATE AND TIME OF NEXT MEETING

The next meeting of the Corporation Board will be held on Friday 29 April 2016.

All

Signed:

Name:

Date: