

**CONFIRMED MINUTES OF THE MEETING OF THE CORPORATION BOARD  
HELD ON FRIDAY 27 MARCH 2015  
LEEDS COLLEGE OF ART**

**Present**

Graham Robson	Chair, Independent Member
Phil Trotter	Independent Member
Sarah Fawcett	Independent Member
Mark Stokeld	Independent Member
Robin Simmons	Independent Member
Ian Swain	Independent Member
Ian Butchart	Independent Member
Jane Rapley	Independent Member
Jamie Macdonald	Staff member
Andrea Goodwill	Staff member
Charly Butler	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 members to the meeting at Leeds and thanked members for travelling.

**GB14 0093 APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Patrick Smith, Steve Blanks and Bob Kerr, Independent Members and Amy Rogers and Jenny Morrison, Student Governors.

**GB14 0094 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 0095 DECLARATIONS OF INTEREST**

The Principal declared an interest in Agenda item 7.2, Senior Post Holders Remuneration. No other declarations were made.

**GB14 0096 MINUTES OF THE PREVIOUS MEETING**

Clerk

The minutes of the previous meetings held on 15 February 2014 were recorded as a true and accurate record, other than the following amendments:

Min Ref: GB14 0077 – Highter to be amended to Higher

**GB14 0097 MATTERS ARISING**

Min Ref: GB14 0070 – following approval of a new member, an offer letter and information was issued to Jane Rapley.

Min Ref: GB14 0073 – The Clerk confirmed that the Chairmans appraisal summary was on the agenda for a brief discussion.

Min Ref: GB14 0073 – Transport was organised for members who required support to travel to Leeds.

Min Ref: GB14 0078 – Information on short courses was circulated to governors.

**GB14 0098 MEMBER'S ISSUES**

The Chairman advised members that he was undertaking his annual round of appraisal for independent governors and discussed that he was also meeting with staff and student governors. Some initial feedback from these meetings was that there was concern around understanding the data presented in papers which could consist of financial information or information on student numbers.

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 was also pleased to report that staff governors felt the new governance arrangements in place aided their development. It was also noted the both the staff and student governors terms of office were co-terminus and suggested that this is considered before the terms of office end.

The Principal commented that this was a similar issue with JCC membership and that is being looked at in terms of continuity.

The Chairman suggested that the Clerk provide a paper to the Board on the options available to address this issue.

Ian Butchart questioned how the staff governors communicate their role with other staff members and the Principal suggested that it might be useful for the staff governors to attend the annual staff meeting to remind staff of their roles on the Corporation Board.

Sarah Fawcett reported that she had met both buddies and spoken with Head of School for Fashion and met and had a chat with some students. A theme which had been identified related to the smallness of numbers on the programme and she had

asked for this to be explored to see what can be done about it. Sarah also confirmed that she had attended safeguarding training and reminded governors to undertake their training.

Phil Trotter discussed that he had met with Graphics FE and HE and discussed progression and is awaiting feedback from them. All felt it was a useful meeting.

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.

The Principal advised that the HE facilitated session which was due to be held in May will now take place in July.

The Corporation Board NOTED the update from Members.

**GB14 0099 PRINCIPAL'S REPORT**

Confidential Report.

**GB14 0100 FE RETENTION**

The VP Academic spoken to the previously circulated report and members noted that retention is one of the key indicators used to judge the effectiveness of a College by bodies such as Ofsted. Therefore it is prudent to monitor retention and develop strategies to maximise the number of students who enrol and complete their chosen programme of study. Over the previous five years CCAD's retention rate has remained consistent but, as the result of action taken this academic year we are now seeing retention rates improve. At present there is a 1% increase in overall FE retention compared with this time last year. A 5.4% increase in first year Extended Diploma retention is very positive and indicates that greater improvement in retention may be positive next year.

The Chairman asked if this increase was likely to continue and the VP Academic suggested it would.

Members NOTED the update on FE Retention.

**GB14 0101 OFSTED PREPARATION UPDATE**

The VP Academic spoke to the previously circulated paper and members noted that since the last Board meeting in February, there has been a substantial amount of staff development activity. The February Half term week was set aside for training for all Green Lane staff (including business support) who participated in a range of activities designed to promote excellence in teaching and learning but also to impart knowledge essential to an inspection. The week prior to this the Principalship attended Level 3 Safeguarding training delivered externally. During the staff development week an external consultant delivered Safeguarding training which was briefer but essentially similar to that experienced by the Principalship. The new Safeguarding structure was introduced to staff and work to

reinforce this is continuing. This includes the dissemination of information about the structure and raising awareness of our referral system.

In addition members were reminded that the College received the MATRIX accreditation as a Centre of excellence for information and guidance. Ofsted will take notice of this and there is a link between MATRIX and the common inspection who will look at retention targets and what we are doing to improve them.

Phil Trotter asked how we are going to let people know about this, and the Principal suggested we look at what other colleges have said and Phil suggested there is a message for potential students.

The Corporation Board NOTED the update on Ofsted Preparation.

#### **GB14 0102 HE CURRICULUM DISTINCTIVENESS**

The VP Academic spoken to the previously circulated report and members noted that the context in which our Higher Education offer is operating is increasingly competitive. The number of applicants to our HE provision for 2015 entry, as indicated in the paper presented to the Board at the last meeting, is not showing the growth in numbers we would like to see. This has led us to an increased focus on looking at the 'product' and how we can positively differentiate what we offer from our competitors.

It was discussed that the College is a small institution with limited resources situated in a town where there is significant social deprivation. We are competing regionally with Universities in Newcastle and Leeds where the facilities, galleries and social scene are attractive to prospective students. Our programmes therefore need to be excellent in order to draw students away from the lure of our competitors. Plus, we need to spell out the advantages of studying in a town where student housing is cheap and the environment offers distinctive experiences.

The VP Academic described that much work needs to be done on the curriculum and work has started looking at areas in each of the degrees that offer students something they would not necessarily get elsewhere.

Phil Trotter questioned how we will know when we are succeeding, and the VP Academic advised that Liam is looking at admission information to ask why people are coming to us.

Jane Rapley commented that it is incredibly important to share this type of information with parents.

The Chairman suggested that the Marketing department need to take this information important and make sure that this is getting out to people.

The VP Academic commented that this goes to the root of the organisation and that we are too modest.

Robin Simmons commented that we need to be more bullish and this will have some effect.

The Principal confirmed that we need to encourage staff to get out more so that they can judge how well we are doing.

The Corporation Board NOTED the update on HE Curriculum Distinctiveness.

**GB14 0103 ALUMNI DEVELOPMENT**

The Vice Principal Academic spoke to the previously circulated report which outlines the current activity directed at Alumni alongside proposed developments in that service. It also summarises the resource limitations on how CCAD can currently engage with alumni.

Jane Rapley commented that the Church Street development discussed under 6.3 in the Graduate news was a really good hook for recruiting students.

Ian Swain commented that he was impressed with the Graduate news.

The Corporation Board NOTED the Alumni Development.

**GB14 0104 INDUSTRY LINKS**

The Vice Principal Academic spoke to the previously circulated report which identified the development of industrial links across HE, outlining what has been done over the past 18 months, where we are now and where we aim to get to. Members noted that Pat Chapman had been working hard to establishing industry links and work is ramping up with support from the programme leads.

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.

The Corporation Board NOTED the update on Industry Links.

**MARKETING UPDATE**

The VP Academic spoke to the previously circulated report which highlighted the approach currently being taken to marketing both the FE and HE provision. The target audience for each of our campuses is distinct and spans two sectors putting pressure on a reduced team in a small College with limited resources. During the Autumn term the marketing team faced challenges due to understaffing as two members of staff moved on to other posts and one member of staff experienced illness. The team has recently been reconfigured and reformed.

The Chairman commented regarding the recent advert in the Guardian newspaper and it would have been useful as Chairman to have notice of it so that he could let people know.

He discussed whether the Marketing team have the strength and depth of skill and experience and if they have the ability to fulfil the roles required by the College. The VP Academic commented that this is being addressed.

Jane Rapley commented about consistency and style in developing the identity and style of the College.

Ian Swain questioned how the College links into the Gazette and Hartlepool Mail and whether relationships were good. The VP Academic commented that there are good relationships with the local media and more information on the College has been appearing in the local media.

The Chairman commented that there is a lot of support for the marketing team but its important that the evidence of the work is shared with the Board.

The Corporation Board NOTED the Marketing update.

**GB14 0105 LOCAL GROWTH FUND**

Confidential Report.

**GB14 0082 LGF PROGRAMME BOARD PROPOSAL**

The Principal spoke to his previously circulated report which suggested that the Corporation Board should establish a Project Board, as a committee of the Corporation, to meet regularly in order to oversee the project. In addition, in order to support timely and considered decision making the Project Board must hold full delegated authority from the Corporation in respect of the land and borrowing transactions necessary to ensure the completion of the scheme. Draft Terms of Reference were attached to the report for approval.

The Chairman discussed that the Project Board would be renamed Programme Board to encompass all the issues and broader accountability of the project. Geoff Brown, Project Manager will report to the Board monthly on progress.

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.

Phil Trotter commented that he is supportive of what is being proposed but struggling to find the remit of the suggested Project Group. The Chairman commented that due to version changes the TOR did not include all comments that he had previously made.

The Principal confirmed that the Property and Student Accommodation Working Group will stay in place as an ad hoc group but only concerned with new property developments and current student accommodation.

The VP Academic questioned how we nominate the HE staff representative and the Principal confirmed that he will be having a discussion with staff and nominate a name to the Chair.

The Corporation Board APPROVE the draft Terms of Reference subject to the minor changes discussed and APPROVED the Project Board membership.

**GB14 0106 MANAGEMENT ACCOUNTS FOR FEBRUARY 2015**

The VP Resources spoke to the previously circulated report and highlighted that the College is currently running with a year to date operating surplus of £222k compared with a budgeted surplus of £93k.

Income is £219k 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 is £94k better than budget. Delays in recruitment of some posts have offset the costs of providing student support services in-house rather than using Neupartners as in previous years.

Non pay expenditure on the other hand is £252k better than budget year to date. This is mostly due to Neupartners above (a favourable variance) being offset by the costs of refurbishing Lime Crescent and roofing works that were part funded by the College Condition Fund which were delayed until this financial year. This has led to a distortion in the accounts between last financial year and this.

Financial Health Group has moved up to 'good' year to date and 'good' is anticipated to remain at this category for the full year.

Cash balances stand at £1.2m. The forecast currently anticipates £1.6m but this does not include £480k+ which has been spent YTD on the LGF project and which can be claimed in April once the contract with TVU is up and running.

EFA funding for 2016/17 has been received now and initial review indicates that this is c.£40k less than we were forecasting. SFA funding allocating is outstanding and it is being debated as to whether this may be slightly higher than forecast, but this is unlikely to cover the EFA shortfall.

Discussions are taking place on how the College responds to the cut in EFA funding c.£400k year on year and these plans will be discussed in more detail at a future Board meeting once a detailed proposal is available.

Jane Rapley commented on the reference to the art cafe and catering run at a loss suggesting that if the College does not believe that it can break even then should it be specifically subsidised within the budget. The VP Resources commented that there are two cafes one at Green Lane which makes a surplus the one at Hartlepool which makes a loss. The catering manager is trying to work between the two sites to breakeven.

The Catering Manager was given a special mention and commended by the MATRIX assessment.

The Corporation Board APPROVED the Management Accounts for February 2015.

**GB14 0107 FEE WAIVERS, BURSARIES AND ACCESS AGREEMENT 2015/16**

The VP Resources spoke to the previously circulated report and members noted that each year the College needs to decide what to set its fees at for students. This is normally around 18 months in advance of the student intake that it will affect as this allows for the fees to be incorporated into the relevant marketing material in advance of any activity in order for this to be transparent from day one.

Bursaries and waivers make up the College's Access Agreement which needs to be submitted to the Office for Fair Access (OFFA) by May 2015. This is a requirement for the College as charging fees over a £6k benchmark are only accepted if access to higher education is made more accessible.

The College does this through many means, but primarily through bursaries and waivers.

However, it should be noted that this subject may need to be revisited depending on the results of the forthcoming general election. It is not clear at this stage what each party has in mind for student fees but the Labour Party have stated their intention of a cap at £6k. We are watching these events with interest.

It is proposed for the HE fees to remain at £8,750 for the 2016 intake.

Student Bursaries:

- High grades - £500 (one off payment)
- Full maintenance grant - £500 p.a. for 3 years if applicable
- Progression from CCAD FE to HE - £500 (one off payment)

Cap of £1000 per student within any one year will continue.

Charly Butler questioned whether the data had been modelled on existing students on how much it would cost and save the College. The VP Resources confirmed that the savings would be around £40,000.

Sarah Fawcett commented that both her buddies had made comments about bursaries, and that they did know these were

available, but that competitors were offering a lot more. Sarah questioned how much of an impact this is having in terms of numbers and what we are doing.

Jane Rapley questioned whether this will meet offer requirements and the VP Resources confirmed it should do.

The Chairman asked the VP Resources to check what was happening in the region in terms of the competitive offer and the choice and impact this has on numbers. The VP Resources agreed to do a piece of work and come back to the Board.

The Principal discussed that if it is a significant issue raised by students in terms of choice then it would come up on the marketing information.

Ian Butchart asked whether there had been any discussion regarding fees across the competitors and the Principal confirmed that discussion on fees would be not allowed under competition law.

The Corporation Board DID NOT APPROVE the Fee Waivers, Bursaries and Access Agreement.

**GB14 0108 HE CODE OF GOVERNANCE**

The Principal drew member's attention to the previously circulated silent paper which set out guidance in respect of HE governance. It is relevant to CCAD because the Corporation has planned to review its governance arrangements in the context of its aspirations for HE growth as set out in its Strategic Plan. This work will now be supported by an external facilitator, Lena Stockford, at the 26 May strategy session.

The Corporation Board RECEIVED the HE Code of Governance

**GB14 0109 SENIOR POST HOLDERS REMUNERATION**

The Principal, Vice Principals and Staff Governors left the room.

On behalf of Patrick Smith, Phil Trotter updated members on the recently held Remuneration Committee with regard to Senior Post Holders Remuneration. There was a discussion regard two issues which will be discussed directly with the Principal.

The Corporation Board APPROVED the recommendation from the Remuneration Committee.

The Principal, Vice Principals and Staff Governors returned to the meeting.

**GB14 0110 MEETING DATES FOR 2015/16**

The Clerk spoke to the previously circulated paper which proposed the date of the Corporation Board and committee meeting dates for 2015/16.

The Corporation Board APPROVED the proposed dates.

**GB14 0111 CHAIRMAN'S APPRAISAL FEEDBACK**  
The Chairman gave a verbal update following feedback from governors as part of the Chairman's appraisal process. Members noted areas of further development and the Chairman confirmed that he planned to develop an action plan to take forward the issues.

The Corporation Board NOTED the feedback.

**GB14 0112 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:

- Restructuring programme

**GB14 0113 CONFIDENTIAL ITEMS**  
It was agreed that the following items were to be maintained as confidential:

- 1.8 Principals report
- 6.1.1 Local Growth Fund Project

Clerk

**GB14 0114 DATE AND TIME OF NEXT MEETING**  
The next meeting of the Corporation Board will be held on Friday 1 May 2015 Hartlepool Campus.

All

Signed: .....

Name: .....

Date: .....