

## SOUTHPORT COLLEGE

### MINUTES OF CORPORATION MEETING HELD ON THURSDAY 13<sup>TH</sup> DECEMBER 2018

The meeting followed a briefing session for all governors on the College's Teaching & Learning Strategy.

<b>Present:</b>	Christine Bampton	Independent Governor
	John Clarke	Principal/CEO
	John Fell	Independent Governor
	Veronica Fell	Independent Governor (Chair)
	Rob Firth	Independent Governor (Vice-Chair)
	Terry Fleetwood	Independent Governor
	Liam Gaskell	Student Governor
	Vickie Hayes	Staff Governor
	Alex Kenny	Independent Governor
	Suzanne Knowles	Staff Governor
	Mo Kundi	Independent Governor
	Kathy Passant	Independent Governor
	Carol Reid	Staff Governor
	Vipin Trivedi	Independent Governor
	Jim Turner	Independent Governor

<b>In Attendance:</b>	Anne-Marie Francis	Vice Principal (Curriculum & Quality)
	Eddie Green	Vice Principal Services
	Jesamine Kelly	Assistant Principal (Curriculum & Quality)
	Caroline Jenkinson	Minute-taker

## PART ONE

### APOLOGIES FOR ABSENCE

105 Apologies for absence were received and accepted from Paul Cochrane (Independent Governor), Ian Raikes (Independent Governor), Anita Holt (Associate Member), Richard Jacklin (Associate Member) and Lily Irvine (Student Governor).

### DECLARATIONS OF INTEREST

106 A declaration of interest was received from Veronica Fell as she is married to another independent governor.

### APPOINTMENT OF TEMPORARY CLERK

107 The Chair advised that Lesley Venables had resigned from the Corporation and John Fell had agreed to act as Temporary Clerk for the meeting with Caroline Jenkinson taking notes.

## **MINUTES**

108 The Chair reported that since the distribution of the meeting papers, a number of contextual errors had been identified relating to the minutes of the Corporation meeting held on 16<sup>th</sup> October 2018. It was agreed that these minutes would be reviewed and recirculated to governors for approval.

109 **Resolved -** That subject to changes made by management the minutes of the meeting held on 16<sup>th</sup> October 2018 be approved as a correct record and signed by the Chair.

## **MATTERS ARISING**

110 Under minute 38, a governor queried where the enrolment numbers on the census date could be found. The Principal explained that because these numbers were not available until early December they were presented within the Corporation Performance Report on a total combined college basis.

111 Governors requested that the 16-18 enrolment figures for 2017/18 and 2018/19 be provided for the individual sites and separated between Advanced Level, Level 1 and Level 2. The Principal confirmed he would add a table to the Corporation Performance Report to show this information.

112 Under minute 43, a governor referred to the KGV college website and raised concerns with regards to the user-friendliness of the online application process and the information contained on the website and how it compared unfavourably with our major competitor.

113 The Principal acknowledged that there were issues with both KGV and SC websites and changes were necessary, however, there were no quick fixes and it would take time to implement. The Vice Principal Curriculum & Quality noted that both marketing and school liaison had received positive feedback with regards to the online application process.

114 The Chair confirmed that management were looking to engage external contractors in the New Year to procure a new website. Separately the College would arrange for any out-of-date documents to be taken down from the websites and replaced with current information. An email giving a deadline for these updates would be issued.

115 The Chair next referred to the actions from the minutes which were dealt with through the agenda items

116 Under minute 55, the Chair confirmed that the Safeguarding policy had been amended with regards to governors and that all governors had completed their safeguarding training.

## **CONFIDENTIAL ITEMS**

117 There were no agenda items that were classified as confidential

## WRITTEN RESOLUTIONS

118 The Chair confirmed written resolutions for the following items had been approved by Corporation members since the October 2018 meeting:-

- i. Internal Audit Plan for 2018/2019
- ii. Appointment of Terry Fleetwood as Chair of the Remuneration Committee
- iii. Appointment of Mark Grutters as Parent Governor

## CHAIR'S REPORT

119 The Chair informed the Committee of her and senior management's recent attendance at the Association of Colleges' national conference in November, which had been very informative with each participating in various breakout sessions.

120 During November the Chair and Principal had also travelled to London to participate in the 'Love Our Colleges' National Lobby Day and met with local MP, Damien Moore, to discuss the lack of funding in FE and T-Levels. In response to this meeting Damien Moore had written to Anne Milton MP with regards to the issues. The Principal confirmed he would circulate the letter and subsequent response to governors. The Chair too had written to Anne Milton MP, this letter and response would also be circulated.

## Governance Arrangements

121 The Chair reported on recent governance activities whereby a nomination and election process had resulted in a recommendation for the appointment of Kathy Passant as a second Vice Chair of Corporation and Paul Cochrane as Chair of Resources.

- 122 **Resolved** -
1. That Kathy Passant be appointed as Vice Chair of Corporation with immediate effect
  2. That Paul Cochrane be appointed as Chair of Resources with immediate effect

## Marketing Strategy

The Marketing Manager joined the meeting at this point.

123 The Vice Principal Curriculum & Quality introduced the Marketing Strategy for 2018/2019 and explained it differed this year in that its key objective is promoting two clearly defined brands marketed in an individual, brand specific way. It was noted that a further individual marketing strategy was currently being drafted for Higher Education and would be available during January 2019.

124 The Marketing Manager gave an overview of the strategy and its aim of increasing student recruitment and retention across all target markets. She explained that there were five clearly defined target markets: 16-18 vocational; 16-18 advanced; apprenticeships; adult learners and HE, all of which would be treated individually for marketing purposes.

125 Digital marketing is now at the forefront of promotional activities with paid for targeted posts used at particular times of the year, such as the run-up to an open evening.

Governors questioned the marketing budget and how it was allocated. The Marketing Manager confirmed that advertising took approximately one third of the budget of circa £90,000, and of that third the majority was spent on digital marketing. Another third is allocated to the printing of prospectuses for KGV, SC, Adult Learning and HE.

126 Discussions took place with regards to the use of competitor analysis when compiling the marketing strategy. Knowing what competitors offer would allow the College to more clearly differentiate its offering. The Marketing Manager added that one of the key USPs for SC and KGV was the locality/accessibility, being on the student's doorstep.

127 The Vice Chair asked how governors could be advised with regards to the work of the admissions group in improving the admissions process. The marketing manager confirmed she would consider the data and how it could be best presented.

- 128 **Resolved -**
1. That the Marketing Strategy 2018/2019 be approved subject to undertaking competitor analysis outlined in point 126.
  2. HE Marketing Strategy, third brand for HE would be developed, to come to March Corporation.

The Marketing Manager, Kathy Passant and Suzanne Knowles left the meeting.

## **Business Development Strategy**

The Head of Business Development joined the meeting at this point.

129 The Head of Business Development presented the Business Development Strategy for 2018/2019. She highlighted the negative impact the Apprenticeship Reforms had had on apprenticeship starts nationally (down by 34%) and at the College (down 15%) when comparing 2017/18 to 2016/17.

130 A governor questioned the reason why overall apprenticeship income had increased whilst numbers had decreased. The Head of Business Development explained that this was due to the value of different apprenticeships, with last year's mix of provision bringing in higher revenue.

131 Discussions took place with regards to developing the strategy by working alongside assessors, the Local Enterprise Partnership (LEP), employers and attending networking events to keep up to date with what companies required.

132 Following a question by the Chair it was confirmed that two employer events were due to be hosted by the College, the first being 6<sup>th</sup> March with the local MP, Apprenticeship Fair, and the Apprenticeship Awards evening on 19<sup>th</sup> March. Other events are held on employer sites, including those taking place in local hospitals in January. All enquiries resulting from these events are tracked and followed up.

133 The question was raised regarding our students gaining work experience with contractors whilst working onsite at the College. The Vice Principal Services confirmed scope for this was always included in the tender process, however, it was difficult to implement, although live placements had been used in the past on longer term projects.

134 The Head of Business Development was congratulated on her report and for achieving an apprenticeship income increase in what is nationally a difficult area to secure funding.

- 135 **Resolved -** 1. That the Business Development Strategy 2018/2019 be approved.

The Head of Business Development left the meeting.

## **SELF-ASSESSMENT REPORT 2017/2018**

136 The Vice Principal Curriculum & Quality presented the Self-Assessment Report containing Departmental outcomes for 2017/2018 and targets for 2018/2019. The report had been presented to the Standards Committee and graded at 2, down on the previous year, however this was due to expectations now being tougher across the Colleges.

137 Governors noted minimal changes to the curriculum offer for 16-18 students at both colleges, which included the addition of Further Maths A Level and the closure of Level 3 Beauty. Questions were raised regarding the introduction of further A level subjects in order to compete with other colleges. The Vice Principal Curriculum & Quality confirmed the curriculum offer was regularly reviewed and the College currently offered facilitating subjects which lead to higher academic points. KGV also has the widest A Level offer in Southport. The College has a 5 year plan working towards building on the number of A Levels offered and introducing them at the appropriate time, within funding constraints and responding to student demand.

138. Governors questioned how the College went about assessing potential demand and whether students were going to other providers if they couldn't find the A level subject they wanted at KGV. The Principal referred to the low percentage response to the Decliner Survey and the difficulty of gaining feedback from schools in order to gain an accurate picture.

139 Governors questioned whether sufficient time had been allocated for the validation of the Self Assessment Report. It was acknowledged that the current process on this occasion, including seeking comments by email, could be reviewed for next year. However Standards Committee had agreed an additional opportunity to provide feedback from their meeting held on 29<sup>th</sup> November 2018 to 10<sup>th</sup> December 2018.

140 The Chair confirmed that the Standards Committee had agreed the validation of the SAR at grade 2.

- 141 **Resolved -** That the Self-Assessment Report 2017/2018 be approved.

## **STRATEGIC ISSUES**

### **Vision Statement**

142 The Principal presented the proposed College Vision Statement – '*Supporting individual dreams and ambitions*'. A small task group comprising of independent and staff governors developed the statement which they felt best reflected the College's ethos and the attention it pays to individual students and their needs. It was noted that when staff were asked for feedback on the statement the results had been very positive.

- 143 **Resolved -** That the Vision Statement be approved.

## Corporate Performance Report

144 The Principal presented a report on performance against each of the College's strategic objectives for 2018/19. He confirmed 16-18 enrolment showed a net overall increase of approximately 30 students, comprising of an increase for A Levels offset by a fall in enrolments onto advanced level technical/vocation courses.

145 The Adult Learning programme has been expanded resulting in considerably higher recruitment than last year. The aim now is to encourage adults to progress from one subject to another within the College which would have a positive impact on funding. The Principal added that he had a meeting with the Liverpool City Region (LCR) in January 2019 with regards to the 'devolved' Adult Education Budget and how it would operate going forward.

146 Higher Education is below the recruitment target across a number of courses with 20 fewer students than last year. Nationally Adult HE recruitment has decreased by 10%. Improving recruitment will be a key focus for the new HE Manager starting at the College in the New Year. The Chair referred to Table 4 and questioned whether any HE forecasts for 2018/19 were available. The Assistant Principal confirmed that forecasts were currently being worked on along with potential new opportunities. The Chair requested the forecasts and targets be made available to governors in the New Year.

147 The College had met the key budget targets for 2017/18 and is on track to date with the requirements of the financial plan and monitoring returns to the Transaction Unit.

148 The College continues to face challenges with the IT infrastructure and network and is a key area for development. External support is currently being utilised to help shape the IT strategy and action plan.

149 **Resolved -** 1. That the Corporate Performance Report 2018/2019, Term 1 be accepted.

## Accommodation Strategy

150 The Vice Principal Services presented the Accommodation Strategy for 2018-2023. He explained that the strategy was formerly considered once every three years but was now an annual requirement and sent to the Transaction Unit. He confirmed the report had gone to the Resources Committee who had recommended it's approval to Corporation.

151 A governor questioned whether there was contingency funding to cover potential disasters. It was explained that there was a ten year planned maintenance programme which developed and changed over time with the aim of addressing key maintenance needs. Project money was set aside each year for minor modifications and there was also regular feedback received in relation to the condition of the accommodation from both consultants and contractors. There was, however, no specific budget to cover potential disasters.

152 Discussions took place with regards to the developing relationship with Southport Football Club and potential curriculum links and plans for the future.

153 **Resolved -** 1. That the Accommodation Strategy 2018/2023 be approved.

## **Restructure Fund Annual Report**

154 The Vice Principal Services presented the Restructure Fund Annual Report which, under the terms of the Restructure Fund Grant and Loan funding arrangements, is provided to the ESFA annually, initially in draft format. He confirmed the Transaction Unit targets had been met and explained that year-end cash was high due to timing differences/unplanned grant receipts in advance of expenditure, in addition to savings resulting from workforce rationalisation.

155 **Resolved -** 1. That the Restructure Fund Annual Report 2017/18 be accepted.

## **FINANCIAL STATEMENTS 2017/2018**

### **Audit Committee Annual Report for 2017/2018**

156 The Chair of the Audit Committee presented the Audit Committee Annual Report for 2017/2018 explaining it looked back over the previous year with regards to the effectiveness of the College's systems of internal control. He confirmed detailed Internal Audit reports had been submitted by ICCA following each audit visit, with substantial and reasonable assurance levels being achieved in all areas. No significant issues or high recommendations had arose from the Financial Statements Audit and no major issues of concern arose from the Regularity Audit. The Audit Committee were satisfied that the College had sound risk management arrangements giving adequate assurance that the risks facing the College were identified and managed appropriately and that governance processes are effective. It is proposed that management directly involved in themes being internally audited attend each meeting to answer governor questions on the reports. No significant issues in relation to the auditor's performance had been identified during the financial year and the Committee considered that it had discharged its responsibilities, as set out in the terms of reference, in an effective manner.

157 **Resolved -** 1. That the Audit Committee Annual Report be accepted.

Carol Reid left the meeting at this point.

### **Internal Audit Report 2017/2018**

158 The Vice Principal Services presented the Internal Audit Report 2017/2018 by ICCA, highlighting the Assurance statement which gave reasonable assurance that the College's governance, risk management and systems of internal control were operating adequately and effectively, which is the highest rating achievable. Substantial assurance that progress with implementing previously agreed internal audit recommendations had been timely and effective was provided to management and the Audit Committee.

159 **Resolved -** 1. That the Internal Audit Report 2017/2018 be accepted.

### **Fraud & Irregularity Report 2017/2018**

160 The Vice Principal Services presented the Fraud & Irregularity Report 2017/2018 explaining it was a requirement to make certain representations in relation to fraud/irregularity and have the controls in place to mitigate these risks prior to signing the accounts. The Audit Committee had considered the report at its meeting on 27<sup>th</sup> November 2018 and had recommended it for approval. The new external auditors, Wylie & Bisset, had confirmed that the previous framework of questions was still appropriate with regards to the potential for fraud.

- 161 **Resolved -**
1. That the Fraud & Irregularity Report 2017/2018 be accepted.
  2. The Fraud and Irregularity Considerations be approved.

### **Regularity Assurance and Self-Assessment Checklist**

162 The Corporation was advised that the Regularity Assurance document and Self-Assessment Checklist (which formed part of the Post-16 Audit Code of Practice) had been completed by management and audited by Wylie & Bisset. The Audit Committee had considered the report and recommended it for approval.

- 163 **Resolved -** That the Regularity Assurance and Self-Assessment Checklist for 2017/2018 be approved and signed by the Chair of the Corporation and the Principal.

### **Financial Statements for Southport College for 2017/2018**

164 The Vice Principal Services reported that all audit work on the financial statements was now complete and all financial objectives had been met. The report had been reviewed by the Audit and Resources Committees at their meetings in November, neither of whom raised any issues for consideration by the Corporation. There had only been some minor changes to the accounts since they were reviewed.

- 165 **Resolved -** That the Annual Report and Financial Statements for 2017/18 and the Letters of Representation be approved and signed by the Chair of the Corporation and the Principal

### **Financial Statements for KGV College for 2017/2018**

166 The Vice Principal Services reported that all audit work for the period 1<sup>st</sup> August 2017 to 31<sup>st</sup> January 2018 was complete on the KGV closure accounts. The report had been reviewed by the Audit and Resources Committees at their meetings in November, neither of whom raised any issues for consideration by the Corporation. All the assets and liabilities of KGV had been transferred to SC on 31<sup>st</sup> January 2018 which had left a 'nil' balance sheet and showed the position of KGV immediately prior to dissolution on the 1<sup>st</sup> February 2018.

- 167 **Resolved -** That the Annual Report and Financial Statements for the period 1<sup>st</sup> August 2017 to 31<sup>st</sup> January 2018, the Regularity Self-Assessment Questionnaire and the Letters of Representation be approved and signed by the Chair of the Corporation and the Principal.

**AUDIT COMMITTEE - 4<sup>TH</sup> JULY, 25<sup>TH</sup> SEPTEMBER AND 27<sup>TH</sup> NOVEMBER 2018**

168 The Chair of the Audit Committee presented the minutes of the meeting held on 4<sup>th</sup> July, 25<sup>th</sup> September and provided a verbal report on the meeting held on 27<sup>th</sup> November 2018.

169 At the meeting of 27<sup>th</sup> November it was noted that from previous audit recommendations 5 recommendations had been implemented with a further 6 still being implemented. The High Risk Action Plan was also reviewed at the meeting and it was agreed that in the future the risk profile would be cross-referenced against the Internal Audit Plan for the year.

#### **STANDARDS COMMITTEE – 13<sup>TH</sup> JUNE, 5<sup>TH</sup> SEPTEMBER AND 29<sup>TH</sup> NOVEMBER 2018**

170 In the absence of the Chair of Standards the Chair of Corporation presented the minutes of 13<sup>th</sup> June, 5<sup>th</sup> September and confirmed the verbal update from the 29<sup>th</sup> November meeting would have centred around the work on the Self-Assessment Report 2017/18.

#### **RESOURCES COMMITTEE – 26<sup>TH</sup> JUNE, 10<sup>TH</sup> OCTOBER AND 29<sup>TH</sup> NOVEMBER 2018**

171 In the absence of the newly appointed Chair of the Resources Committee, the Vice Chair of Corporation presented the minutes of the meeting held on 26<sup>th</sup> June, 10<sup>th</sup> October and provided a verbal report on the meeting held on 29<sup>th</sup> November 2018. The main items had been dealt with as agenda items at this meeting.

#### **GOVERNANCE COMMITTEE – 3<sup>RD</sup> JULY, 3<sup>RD</sup> OCTOBER AND 14<sup>TH</sup> NOVEMBER 2018**

172 The Chair of the Governance Committee presented the minutes of the meeting held on 3<sup>rd</sup> July, 3<sup>rd</sup> October and provided a verbal report on the meeting held on 14<sup>th</sup> November 2018. The resignation of Stephen Breen as associate governor was noted.

173 The original proforma for the evaluation of the performance of the Chair of Corporation had been revised by the Governance Committee and would come to the Corporation meeting in March 2019.

174 The Chair of Corporation confirmed the Standing Orders had been changed from 4 years to 2 years for a parent governor's period in office. An updated copy of the Standing Orders would be circulated at the Corporation meeting in March 2019.

**GOVERNOR ACTIVITY REPORT**

175 The Chair of Corporation requested that any feedback on governor activities be sent to Caroline Jenkinson.

**DATES OF FUTURE MEETINGS**

Tuesday 19<sup>th</sup> March 2019, 4.00pm  
Wednesday, 10<sup>th</sup> July 2019, 4.00pm

Signed: .....

Date: .....