

**Minutes of the Corporation Committee Meeting held on
Wednesday 10th July 2019 at 4.00pm**

Present: Christine Bampton
John Clarke - Principal
Paul Cochrane
John Fell
Veronica Fell (Chair)
Terry Fleetwood
Rob Firth
Mark Grutters
Vickie Hayes
Mo Kundi
Lisa Owens

In Attendance: Eddie Green – Vice Principal Services
Anne-Marie Francis – Vice Principal Curriculum & Quality
Jesamine Kelly – Assistant Principal Curriculum & Quality

Action

C.19.215 Item 1: Welcome and Apologies for Absence

The Chair offered a warm welcome to new HE Governor Lisa Owens as this was her first Board meeting.

Apologies for absence were received from Gareth Catterson (Clerk to the Corporation), Liam Gaskell, Lily Irvine, Caroline Jenkinson (Assistant Clerk to the Corporation), Alex Kenny, Suzanne Knowles, Kathy Passant (Vice Chair), Carol Reid, Vipin Trivedi.

C.19.216 Item 2: Declarations of Interest

A standing declaration of interest was received from John Fell as he is married to Veronica Fell (Chair).

C.19.217 Item 3: Minutes of the Previous Meeting – 15th May 2019

The Board resolved to approve the minutes as an accurate record.

Item 3: Confidential Minutes of the Previous Meeting – 15th May 2019

The Board resolved to approve the confidential minutes as an accurate record.

Item 3: Matters Arising

There were no matters arising that weren't being considered elsewhere on this meeting's agenda.

Item 3: Confidential Matters Arising

The Vice Principal Services advised that the LCR had released details of their next round of capital funding. One element within it was purely for colleges and Southport College's share of this was £385,000. Although an allocation had been set aside an application was still required to be

submitted and this would be in respect of the Gas and Plumbing workshops. The project is progressing and tenders will go out at the end of the week. In answer to a governor question management do not expect progressing the work to be a bar to applying for or obtaining funding.,

C.19.218 Item 4: Actions Summary

The Vice Principal Curriculum & Quality (C&Q) confirmed that the implementation of the Marketing Strategy is ongoing and with the HE growth plan being calculated on the achievement of course group numbers. Recruitment for the academic year 2020/21 is underway and the Board will be updated. The action is ongoing.

VP C&Q

C.19.219 Item 5: Confidential Business

Accommodation item remains confidential.

Financial Forecast is not confidential.

C.19.220 Item 6: Chair's Report

The Chair advised that a message of condolence and flowers had been sent to Kathy Passant following her recent bereavement and she had sent her thanks to the Board and management team.

The Chair introduced the report with a discussion regarding the best way for governors to access and receive their papers. A governor suggested provision of a tablet that includes relevant software similar to a scheme implemented at Hugh Baird College, a further suggestion was to have a software system in place with access to an App. The idea being that if governors then want to print any documentation off they are free to do so otherwise governors would be able to amend and make notes on any papers electronically.

An action was agreed to commission a review by the College and Clerk as to a suitable governor package.

Clerk

A governor highlighted GDPR training received and asked whether a further review would be required to establish the next step of how papers are being used and emailed to personal email addresses. The Vice Principal Services assured the Board there is a very low risk with the contents of Corporation papers as they do not contain personal sensitive information.

The Chair reminded the Clerk that all new Governors are required to complete a Personal Information Consent Form.

The 'fit and proper' form for HE Governance is to be combined with the FE document for all governors to renew their 'fit and proper' in September.

Clerk

It was agreed to table the Audit Committee reports and approvals as the next agenda.

C.19.221 Item 8.3 Audit Committee – 25th June 2019

The Board received for information from the Chair of Audit the draft minutes of the Audit meeting held on 25th June 2019.

C.19.222 Item 8.3 (ii) Audit Committee – Reappointment of Internal Auditors

The Board received a report on the recommendation of the reappointment of ICCA as the Internal Auditors.

The Board resolved to approve the Reappointment of Internal Auditors in line with the proposed fee schedule for 2019/20.

C.19.223 Item 8.3 (iii) Audit Committee – Internal Audit Plan for 2019/2020

Recommendation was made from the Audit Committee to approve the Internal Audit Plan for 2019/20 subject to any comments from members.

The Chair referred to the Final Internal Audit Report 2018/19 IT Data Security, Infrastructure & Disaster Recovery, in particular a question on page 10 where it has a green result for Security Governance. The Vice Principal Services reported that disaster and recovery processes are currently under review and the security framework is good.

The Vice Principal Services stated that in the event of a major issue it could cause major disruption, there is a risk, however it has been identified and included in the action plan with major changes underway to the infrastructure. He confirmed work is ongoing throughout the year, estimations are 6-9 months but the technical side of things could take up to Summer 2020. He will provide updates to the Board on progress during the term time as an option to shut down completely is not feasible.

A Governor questioned the lengthy process to improve the IT infrastructure and would like to see results in a future internal audit. The Chair confirmed that this had already been raised at the previous committee meeting as well as the ongoing timescales.

A governor raised a query on data back up and recoverability. The Vice Principal Services confirmed that MIS and Student Records have been backed up and restored, copied and that process is working. The back up is in Pennington Building, the ongoing plan is for Southport College and KGV to back each other up on the opposite site.

The Board resolved to approve the Internal Audit Plan.

C.19.224 Item 8.3 (iv) Audit Committee – External Audit Plan for 2018/2020

The Chair of Audit presented the External Audit Plan for 2019/20 and asked the Board if they had any questions or comments. There being none.

The Board resolved to approve the External Audit Plan.

C.19.225 Item 7.1: Corporate Performance Report

A governor questioned the table at 2.3 Objective 3 in relation to the figures quoted and requested a separate breakdown on numbers of new students starting College as year 1 students and to be shown as a separate KPI to the full cohort for ease of reference for benchmarking year 1 growth. Management confirmed the table included all funded 16-18 students and going forward an analysis of year 1 growth would be shown separately.. The predictions on the table for 2019/20 show a reduction for KGV and an increase for Southport College site recognising that this is a key area of

focus with the financial forecast reflecting the current predicted numbers.

The Vice Principal C&Q explained the key focus has become recruitment and confirmed that A Level courses will be promoted more rigorously. There are a number of recruitment initiatives happening with a summer marketing campaign underway. A detailed plan of school liaison activity has been created to be shared with schools at a launch event tomorrow evening. There is a focus on school students from year 8 through to year 11 with all information being contained in the new prospectus and website.

Governors commented that in relation to the academic side for 16-18 year olds the influence of parents was still key in decision making both with GCSE options and A Levels. There was also a need to build up trust and quality with outstanding being evident to influence students and parents to make positive choices about KGV.

A governor raised some questions regarding the existing website. The maths content of the A Level information section contained very detailed information about the course requirements which may be off-putting for some students. The Vice Principal C&Q advised that the information had been included as a result of requests from feeder schools to ensure students had a very good idea on the curriculum content. Concern was raised about legacy information from 2018 on the KGV website, the matter has been resolved and therefore the message should be removed. The Chair acknowledged from previous discussions at Board that the website was undergoing redevelopment and management are progressing this work with a successful tender process having been completed. Any updates where necessary should be made to the existing websites to ensure correct information is available at all times.

The Assistant Principal C&Q added that the development of the new website would include key messages relating to courses, enrichment and support and is being designed to have separate landing pages for Southport College, KGV and the University brands. The Chair had suggested that the three distinct brands be included on to the "letterhead" and other College correspondences be they paper or electronic.

Discussion followed with a governor enquiring about the use of social media for promoting SC and KGV. The Principal confirmed that best practice would be to use social media platforms to direct people back to the website. It was noted that the importance of parental and peer influences, achievement rates and the effects of trends and social groups were all critical in achieving growth.

The Principal agreed that progress in A Level results and ALPs scores were critical and a full analysis would be undertaken once results are issued next month.

The Vice Principal C&Q explained that popularity of subjects was ever changing, for example psychology has grown and subjects such as maths are buoyant. Discussions continued relating to changes in applications from specific feeder schools and the importance of considering the overall numbers applying for vocational and academic study programmes.

The Chair brought the Board's attention to 2.6 of the Corporate Performance Report noting that staff feedback was good in relation to the introduction of the new teaching and learning model and asked if the pilot has worked in relation to ALPs value added scores which have been low

in some subject areas. The Vice Principal C&Q advised that the pilot had initially focussed on areas that were good which has assisted in sharing best practice when adopting the rollout for all subject areas. However performance management would still be in place to monitor courses that require improvement in line with the quality development plan.

A governor referred to the analysis at 2.1 and felt that a fundamental review is required of marketing and promoting the KGV brand. The Principal agreed and measures for improvement have been discussed previously. Management said that our main competitor, Runshaw, have an approach very much centred on school liaison and based on 10 years of having an outstanding grade. KGV have made inroads into A Level student numbers over the last 2 years but now needs to persuade high achieving students and their parents that A Levels should be done locally. Governors noted that it was essential to have strong marketing of the brand whilst we progress to be outstanding and achieve growth.

On a general point a governor requested that the corporate performance report be directed to the individual brands of vocational, academic and HE with high level KPIs aligning to those areas. The Principal responded that his corporate performance review included whole of College, for example, finance and other faculty areas such as apprenticeships, however, he would reflect on the presentation for the next Board meeting.

Principal

The Principal updated the Board on the forthcoming Quality Assurance Agency (QAA) Review of HE as the dates were now confirmed to be in mid-September. He added that the Standards Committee would be advised of progress in more detail at the next meeting.

C.19.226 Item 7.2: Review of Mission, Vision and strategic Objectives

The Principal explained the current Mission, Vision and Strategic Objectives had been reviewed and updated following merger. The Corporation were asked to review the report and give feedback prior to the October Board meeting.

A governor questioned the wording 'by 2021/22' in the strategic objectives core targets and the Vice Principal Services clarified core target is to be reached during the academic year 2021/22. It was also noted that 'requiring improvement' is a new standardised term by the ESFA for the previous term 'satisfactory' health. On current financial forecasts the College would be rated as requiring improvement in 2021/22 rather than being good financial health and the core targets should reflect the adjustment. It was agreed to make this amendment to the College Strategic Plan In relation to the core targets.

Principal

The Principal advised that pension costs being covered by the government were for one year only and the ongoing costs that the College had to bear had a significant impact on the financial forecasts. The Chair pointed out that growth targets especially at KGV needed to be achieved or exceeded as without growth and irrespective of the pension costs the Financial Forecasts would be RI for 2021/22. Management agreed that high level KPI information be available for the Board to monitor the growth initiative.

Principal

The Board resolved to accept the report.

C.19.227 Item 7.3: Risk Management Plan

The Vice Principal Services presented his report and confirmed the Risk Management Plan and High Risks had been reviewed by the Audit Committee. The Resources Committee had reviewed the Risk Sensitivity Analysis and focused around growth and whether increased teacher pension costs would be funded or not and if not how quickly things could become critical.

A governor expressed his confidence with Annex 1 saying it was well written and had clear actions to mitigate risks. He requested and received an explanation about the risk appetite section and the connection with risk and scoring. He further asked about risk appetite for example to a new venture or any other fundamental change. The Principal advised that the rationale is around the approach to any new risk and assessing how that is managed.

The governor also queried Annex 2 having a net risk score of 9 for O3 and O4 where Annex 1 has a score of 6. The Vice Principal Services confirmed Annex 2 had not been amended in line with Annex 1 and that he would amend the scores accordingly.

**VP
Services**

The Governor continued to enquire how actions against risks are tracked and it was confirmed that frameworks are in place to monitor and report on managing risks. The governor enquired about the frequency of reviewing the Risk Register and the Vice Principal Services confirmed the register is done on a termly basis throughout the academic year. High Risks are reviewed by the Audit Committee and tracked throughout the year and the effect of risks materialising are monitored by the Resources Committee.

A governor questioned the risks around the IT infrastructure and the costs associated with minimising these against a potential a greater cost if things went wrong. The Vice Principal Services explained that the current plan had taken into account the significant costs associated with using external consultants to develop a robust infrastructure at a quicker pace against the likelihood and impact of a system failure. He added there were different options in place to protect the delivery of teaching & learning

The Vice Principal Services identified the yellow highlighted area of the Risk Management Policy to be a proposed change identified at the Governors Strategic Away Day in May.

The Board resolved to accept the changes to the Risk Management Policy and approve the Risk Management Plan.

C.19.228 Item 7.4: Financial Forecast 2019/20 to 2023/24

The Chair asked the Governors if they had any questions in relation to the Financial Forecasts 2019/20 to 2023/24 or if they required an explanation of the budget for next year from the Vice Principal Services.

The Vice Principal Services highlighted some of the key aspects of the forecasts including:

- The growth assumptions for key income lines
- The current 16-18 market share and targets within financial forecast

- The staffing savings needed for 2020/21 will need to identify and effect them during 2019/20
- That Good Financial Health will now be achieved in 2022/23 and not in 2021/22 and this was due in part to the unplanned increase in Teacher Pension (TP) costs.

A governor questioned the change of year for achieving Good Financial Health score and the Vice Principal Services reported that this could still be achieved in 2021/22 without the increased TP pension costs or if this increase continued to be fully funded by government and if planned growth at KGV is also achieved. He confirmed that it is critical we achieve planned growth at KGV and in other income streams to maintain a good financial health rating.

The Principal directed governors to Annex 1 which explains the assumptions made around income and expenditure and provides a very clear picture of the range and complexity of the risks that the College faces. The Chair confirmed that other areas like Apprenticeships have done well and notwithstanding pension costs, a focus is required on the planned for growth at KGV.

In response to a governor, the Vice Principal Services confirmed that the Resources Committee monitor the budget regularly against original targets and revised end of year forecasts.

The Board resolved approve the Financial Forecasts 2019/20 to 2023/24.

Item 8 Committee Reports

C.19.229 Item 8.1 (i) Governance Committee – 10th June 2019

The Board received for information the minutes of the meeting held on 10th June 2019.

C.19.230 Item 8.1 (ii) Governance Committee – 10th June 2019

The Governance Committee are in agreement with the constitutional changes to the chairing and membership of the Committee and recommended approval to the Board.

The Board resolved to accept the changes.

C.19.231 Item 8.1 (iii) Governance Committee – 10th June 2019

The Chair will compile a report in respect of the updated Chair's Evaluation form, the form will be emailed to the Board.

Chair

The Board resolved to accept the changes and approve the form.

C.19.232 Item 8.2 (i) Standards Committee – 19th June 2019

The Board received for information the minutes of the meeting held on 19th June 2019 and various reports for approval. Papers were furnished to members at Items 8.2(i).

The Standards Committee recommended approval of the Quality Strategy 2019/20 with some minor changes having been made by the Vice Principal C&Q.

The Board resolved to approve the Quality Strategy 2019/20 at Item 8.2(i).

C.19.233 Item 8.2 (ii) Standards Committee – 19th June 2019

Amendments were made to the Complaints Policy 2019/20 and agreed by the Committee. The recommendation from the Committee is for the Board to approve the Complaints Policy 2019/20

The Board resolved to approve the Complaints Policy 2019/20 at Item 8.2(ii)

C.19.234 Item 8.2 (iii) Standards Committee – 19th June 2019

The HE Strategy 2019/20 and QDP for 2018/19 was presented to the committee and discussed and following a slight wording amendment is recommended for approval by the Board..

The Board resolved to approve the HE QDP 2018/19 and HE Strategy 2019/20 at Item 8.2(iii).

C.19.235 Item 8.4 (i) Resources Committee – 03rd July 2019

The Board received for information the minutes of the meeting held on 12th March 2019.

C.19.236 Item 8.4 (ii) Resources Committee – 03rd July 2019

The Board received for information the minutes of the Special Resources Committee meeting held 15th May 2019.

The Chair confirmed that a budget of circa £350,000 had been approved for the refurbishment of the gas and plumbing workshops and grant funding was being applied for.

A governor questioned the reference to health and safety issues raised in the previous Corporation meeting and it was confirmed that this had been discussed at the Special Resources meeting on the 15th May ahead of the Strategy Day and the Corporation meeting that followed with health & safety being part of the rationale for the renovation work. As it was anticipated that this would need reviewing in the very near future.

C.19.237 Item 8.4 (iii) Resources Committee – 03rd July 2019

The Board received for information a report on the Resources Committee meeting held on 03rd July 2019.

Learner Support Fund Policy

The Resources Committee had recommended the Board approve the Learner Support Fund Policy.

The Board resolved to approve the Learner Support Fund Policy 2019/20

The Chair advised that there was to be a change to the Resources Terms of Reference and the Financial Regulations in respect of limits on capital spending which had come to light during the process of approving the £350,000 gas and plumbing spend and that should be approved by the Resources Committee. Although the Committee have agreed the proposal it will be deferred for approval by the Board until the Corporation meeting on 16th October 2019.

C.19.238 Item 8.4 (iv) Resources Committee – 03rd July 2019

The Chair proposed to defer Financial Regulations until the next Corporation meeting in October 2019 and the board were in agreement.

C.19.239 Item 9: HE Protection Plan

The Assistant Principal Curriculum & Quality (C&Q) notified the Board the HE Protection Plan is to be reviewed and published annually. The governors were also advised this is a new requirement.

A governor questioned the logo on the Plan, the Chair confirmed this will be reviewed.

VP C&Q

The Board resolved to approve the HE Protection Plan.

C.19.240 Item 10: Governors' Charter/Values

A sub group of governors had been asked to review the Charter and a proposal of the new Governors Values was presented at the Corporation meeting on 14th May 2019. There being no further suggestions:

The Board resolved to approve the new Governors' Charter/Values

C.19.241 Item 11: Timetable of Meetings 2019/2020

The Chair updated the Board regarding the change of time for future meetings to 5pm and confirmed all further meetings, excluding Resources will be held at Southport College.

C.19.242 Date of Next Meeting

The next Corporation meeting will be on Wednesday 16th October 2019 at 5.00pm.

The Chair thanked governors and the College Executive Team for their attendance and contributions throughout the year.

On behalf of the Board, the Chair expressed her thanks for commitment and enthusiasm to Governor Terry Fleetwood who had submitted his notice of retirement as from 31st August 2019.