

**Present:** Margaret Boneham  
Michelle Brabner  
John Fell (Chair)  
Veronica Fell  
Rob Firth  
Alex Kenny  
Vipin Trivedi

**In Attendance:** Eddie Green – Vice Principal Services  
Caroline Jenkinson – Director of Governance  
Kathy Passant – Vice Chair of Corporation

### Action

The Extraordinary Resources Meeting was held in order to discuss, as early as possible, the impact on the Financial Forecasts of not meeting the recruitment targets for 2020/21. Particular attention was given to the 16-18 cohort due to the below target numbers reported at the Extraordinary Corporation meeting on 25<sup>th</sup> August. In addition, the proposal was to set up governor task groups to work with management on developing immediate action plans to identify where costs can be saved, income streams developed and recruitment strategies refocused.

#### **R.21.01 Item 1: Apologies for absence**

Apologies for absence were received from Jonny Lea.

The Director of Governance confirmed the meeting was quorate.

#### **R.21.02 Item 2: Declarations of Interest**

A standing declaration of interest was received from Veronica Fell as she is married to John Fell.

#### **R.21.03 Item 7.1: Management Accounts to 30<sup>th</sup> June and 31<sup>st</sup> July 2020**

It was agreed it would be appropriate to first consider and approve the management accounts at this meeting. These would otherwise have come to the meeting of 29<sup>th</sup> September along with the expected draft results for 2019/20.

The VP Services presented the management accounts to 30<sup>th</sup> June and 31<sup>st</sup> July 2020.

***The Committee resolved to approve the Management Accounts.***

## R.21.04 Item 4: Review of Financial Forecasts

The VP Services presented a high level review of the effect on the Financial Forecasts of the draft outturn position for 2019/20 and the current enrolment position. The review was undertaken in advance of preparing the full set of financial forecasts and accompanying papers for submission to the ESFA by the end of September.

Members of the SLT continue to participate in regular monitoring meetings with the ESFA. The key area of focus for these meetings being future growth forecasts, particularly with regard to 16-18, HE and apprenticeships.

The Chair of Corporation noted the College's financial health score had been forecast to be good in 2021/22 and asked whether the effect of the changes would impact on the forecast financial health grades. The VP Services referred to Annex 4 of his report which showed the high level effects of the impact of the changes in forecast assumptions. This illustrated a negative impact of £73k in 2022/23, which would not affect the forecast financial health grade.

Governors discussed the market share of both KGV and SC. It was acknowledged that this had increased at KGV this year but more or less remained well below historic figures. SC market share had remained static.

Marketing activity had recently increased with a focus on digital advertising. Governors questioned why this increased activity had not resulted in higher recruitment and asked if it was known where students had chosen to enrol. Understanding the reasons why students had not enrolled would help inform the marketing strategy moving forward.

The Principal confirmed the strategy was currently under review and the existing separate strategies would move into one encompassing strategy. It was anticipated that this would be completed in a month's time, prior to the first open evening scheduled for 13<sup>th</sup> October 2020.

**Principal**

Governors discussed the importance of competitor analysis, particularly with regard to good and outstanding colleges. Undertaking such an exercise would help the college better understand the reasons why students chose other institutions. It would also help define the College's USP and how this could be marketed to attract future students.

Governors questioned the progress being made towards achieving the budgeted annual staff savings of £500k. The VP Services confirmed some analysis had taken place on this which included discussions with reference to the high management costs within the college.

The VP Services informed the Committee that the College had received a grant allocation for remedial works which required 25% match funding. As with the grant for the Pennington refurbishment, the monies had to be spent by 31<sup>st</sup> March 2021. He confirmed that money already recently spent on remedial works would cover the match funding with decisions to be made to identify other areas where the grant could be spent.

*Alex Kenny left the meeting at 11.00am.*

The Chair notified the Committee of the intention to set up task groups comprising of 2-3 governors working with managers in the following areas for:

- Financial Resources
- Marketing/School Liaison
- Pennington Building Capital Project

This was a format that had worked well for past projects.

An email to be sent to governors asking for volunteers to join the task groups.

**Chair of  
Corp**

The Chair thanked the Vice Principal Services for the report.

***The Committee resolved to receive and accept the report.***