

SOUTH CHESHIRE COLLEGE

MINUTES OF THE CORPORATION/SMT PERFORMANCE RETREAT HELD AT CRANAGE HALL ON FRIDAY 8 DECEMBER 2006 AT 9.00 AM

Present:

K Lea	(Chair of the Corporation)
V Harris	(Vice-chair of the Corporation)
D J Collins	(Principal and Chief Executive)
P Birchall	
B Dean	
J Dowell	
J Dwyer	
D Felton	(until the point shown)
G Fyffe	
M Simon	
S Utting	
T Wheeler	(until the point shown)
S Yates	

In attendance:

S Cowell	(Deputy Principal, Director of Studies)
G Bebbington	(Director of Finance and Administration)
K Gee	(Director of Marketing, Operations and Commercial Activities)
N Peet	(Director of Curriculum Support)
S Salter	(Director of Organisational Development)
E Davies-Jones	(Clerk to the Corporation)

Item

65/06 FORMAL MATTERS

65/1/06 Apologies for Absence

Apologies for absence were received from Ian Carruthers and Abdi Yusuf.

65/2/06 Declarations of Interest

The Chair enquired whether any of the members attending this meeting considered that they held any personal interest in the items as listed on the agenda to be considered at this meeting. No declarations of interest were made.

66/06 SESSION 1 – STUDENT PERFORMANCE AND CURRICULUM AREA SELF-ASSESSMENT REPORTS 2005/6

66/1/06 The College as a Whole: Student Achievements and Standards

The Principal presented a report summarising student performance in 2005/6 and which included charts of student success, retention and achievement rates relative to national benchmarks for 2003/4 and 2004/5 together with a sector subject area analysis of retention achievement and success rates for the year 2005/6. He drew members' attention to the following specific points:

- overall success rates for the last three years are above the national benchmarks for 16-18 year olds and adults at all levels;
- overall retention rates remain at or above national benchmarks for 16-18 year olds and adults at all levels and are showing an upward trend;
- overall achievement rates remain at or above national benchmarks for 16-18 year olds and adults at all levels;

- outstanding results have been achieved from high numbers of students undertaking A and AS programmes and adults taking NVQs .

IT WAS RESOLVED to receive the report and note the performance of the student body in 2005/06

66/2/06 Curriculum Area Self Assessment Reports

Members went on to receive and consider the content and grading of self-assessment reports for 2005/6 for each curriculum area. The self assessment reports covered the assessed grading, scope of provision, summaries of student numbers and staff numbers, teaching and learning grades, retention achievement and success rates, review of improvements made over the previous year. The reports included a review on how "Every Child Matters" has been incorporated into the curriculum area during the year 2005/6 and the quality improvement plan covering the planned actions for improvements to be undertaken in the year 2006/7. The reports were presented by the linked governor and senior management team member linked to the specific curriculum the area. The verbal reports included feedback from the governor's curriculum link visits undertaken during the year namely the staff focus groups, student focus groups and the final meeting with the Head of Faculty, Quality Manager and the Curriculum Area Head at which the self assessment report for the area had been considered.

Notes of key points considered are contained in Appendix 1.

IT WAS RESOLVED to approve the curriculum area self assessment reports.

66/3/06 Destination Analysis

The Director of Marketing and Operations presented the following summary of destinations of full-time students at the end of 2005/6:

Student Destinations	2003-04	%	2004-05		2005-06	%
University-HE	396	16.2	428	16.4	446	17.8
Employment/Apprenticeship/Uniformed Services	379	15.5	389	14.9	336	13.4
Gap Year	21	.9	13	0.5	17	0.7
Unemployed-Seeking Employment	191	7.8	230	8.8	149	5.9
SCC Progressed to Yr 2 course-continuing with a course	1371	56.1	1515	57.8	1504	59.8
Another College	19	0.8	27	1.0	25	0.9
Moved -Returned Home	18	0.7	15	0.5	17	0.7
Unknown	49	2.0	5	0.1	21	0.8
Totals	2444	100.0	2622	100.0	2515	100.0

Detailed supporting data by course were also provided. Members requested that a second analysis is made showing destination of leavers (i.e. not including those staying on at South Cheshire College) for use with employers & the impending changes.

IT WAS RESOLVED to receive the report and note the destinations of students in 2005/6.

Tim Wheeler left the meeting at this point

66/4/06 Governor/Curriculum Links for 2006/7

The proposed governor links for the 2006/7 programme, commencing in Spring 2007, was considered.

IT WAS RESOLVED to approve the governor/curriculum area links as set out in Appendix 2.

67/06 SESSION 2: FUNCTIONAL AREA SELF-ASSESSMENT REPORTS 2005/6

Functional Area Self Assessment Reports

Each SMT member presented the draft self-assessment report for their functional area for the year. SMT members and governors focused discussion particularly on areas for development.

Notes of salient points considered are contained in Appendix 3.

IT WAS RESOLVED to :

- ***receive the functional area self assessment reports;***
- ***to approve the draft self assessment report for 2005/6;***
- ***note that the Community Survey is to be undertaken in Spring 2007***

68/06 SESSION 3: Audit Committee Reports and Approval of Audited Accounts 2005/06

68/1/06 Audit Committee Annual Report

The Chair of the Committee presented the Committee's annual report to the Corporation, the internal auditors' annual report for 2005/6 and the financial statements auditors' management letter for 2005/6, which the Corporation is required to consider before approving the annual report and accounts.

The Internal Auditors had indicated in their annual report that they were satisfied that sufficient internal audit work had been undertaken to allow them to draw a reasonable conclusion as to the adequacy and effectiveness of the College's risk management, control and governance processes. In their opinion, for the 12 months ended 31 July 2006, the College had adequate and effective risk management, control and governance processes to manage the achievement of the College's objectives.

The financial statements auditors' report had been considered by the Audit Committee at its meeting on 23 November 2006 with representatives of the auditors. The audit had been completed. KPMG would be signing an unqualified audit report and were on schedule to sign off the financial statements by 31 December 2006. In relation to specific matters in the management letter, three issues of low priority had been discussed with the Director of Finance and agreed by him. These were not material to the accounts and would not affect the audit opinion.

One issue of medium priority was noted in the management letter concerning the further development of the embedding process of risk management by linking the corporate risk process obtaining risk assessments at departmental level to feed into the embedding process. Members considered the financial statements auditors' statement that based on their review of the corporate governance and risk management arrangements at the College they were satisfied that the College is able to make a full compliance statement with regard to compliance with the provisions of the "Combined Code on Corporate Governance" throughout the year ended 31 July 2006.

The Chair of the Audit Committee advised members that the Committee's discussions with internal and financial statements auditors had satisfied the members that the Committee's advice was appropriate and soundly based. The Committee's advice accordingly was that the College's risk management, control and governance processes are adequate and effective and may be relied upon by the governing body, subject to and in reliance upon the matters and opinions set out in the document, and the evidence upon which that opinion was based. The report also set out details of the extent to which the Committee's terms of reference had been covered during the year.

The Chair advised members of the results of the governance self assessment for the year ending 31 July 2006, incorporating the following –

- Chart of members' responses to self-assessment questionnaire

- Audit Committee's advice on governance processes
- Completed performance statements and indicators for governance

IT WAS RESOLVED:

- *to receive the report;*
- *approve the Audit Committee's annual report for 2005/06;*
- *receive the internal audit annual report;*
- *receive the financial statements auditors' management letter for the year ended 31 July 2006 subject to notification being given to the financial statements auditors that the Recommendation made in the management letter concerning the introduction of formal risk assessments to be undertaken at departmental level was not accepted and would not be implemented by the Corporation.*

68/2/06 Approval of Audited Accounts for South Cheshire College consolidated accounts

The Director of Finance and Administration presented the annual report and accounts for South Cheshire College and South Cheshire Enterprises Limited for the year ended 31 July 2006. He informed members that the accounts were considered by the Finance Committee at its meeting on 23 November and were recommended by that committee for approval by the Corporation. He went on to inform members that:

- the profit and loss account shows a surplus for the year of £402,000 pre FRS 17 and £303,000 post FRS 17, that the general reserves pre FRS 17 are £4,143,000 and post FRS 17 £719,000 and that the accounts must be submitted to the LSC by no later than 31 December 2006;
- the audited directors' report and accounts for South Cheshire Enterprises Limited, were considered by the board of directors of the Company at the Board meeting held on 15 November 2006;

IT WAS RESOLVED –

- *to note the contents of the letter of representation submitted with the report and to authorise the Chair to sign and deliver it to the financial statements auditors on behalf of the Corporation;*
- *to approve the annual report and accounts (including the consolidated accounts) of the Corporation for the year ended 31 July 2006;*
- *to note the date of presentation of the annual report to stakeholders at the College's annual meeting on 22 February 2006 from 8.00 am.*

68/3/06 Amendment to proposal to lease premises to establish an "English as a Second Language" Centre" (Ref: Minute No 54/06)

The Principal informed members that the original calculations for the cost of the three year period of the proposed lease were based upon incorrect information which had been supplied by the landlord's agent. The rent charged for the premises is calculated on the basis of the area leased. The figure of 3081 square foot was originally given when in fact the premises extend to 3816 square feet. Members were asked to consider approval of an amended budget to procure the lease.

IT WAS RESOLVED to approve the amended budget and authorise the Director of Marketing and Operations, in conjunction with the college solicitor, to proceed to procure the lease at a total rent inclusive of service charge of no more than £125,533 exclusive of VAT for the three year period.

68/4/06 Adjusted College Budget 2006/07

The Director of Finance and Administration presented the paper. He informed members that in the event that the Corporation approved major changes to the budget following its formal approval In July 2006 normal practice would allow for the approval of such changes within an adjusted College Budget rather than the reporting of variances throughout the year which could

obscure other less dramatic variances. He presented the adjusted college budget which took account of the fact that since the 2006/07 College Budget was approved by the Corporation in July 2006 a number of significant commitments had been entered into including:

- Construction of IT rooms with £45,000 committed to furnish and equip two IT rooms;
- The proposed purchase of a log cabin to enable a realistic home environment to deliver life skills to entry level students with an estimated cost of £80,000 including VAT, installation and furniture;
- The proposed lease of the premises for the language centre at £125,533 exclusive of VAT.
- The overall effect of these additional commitments resulting in :
 - Bank Balance at the end of the year being reduced by £183,000 from £1,991,000 to £1,808,000;
 - An estimated surplus reduced from £265,000 to £222,000

IT WAS RESOLVED to approve the revised budget as presented within an adjusted College Budget for the year strictly subject to no further such budget adjustments being made for liability or commitment for expenditure within the current financial year

Dave Felton left the meeting at this point

**69/06 PROPOSED ACTION FOR BREACH OF CONTRACT: BID GROUP LTD
(Ref : Minute No 53/06)**

Members considered the Advice received from Counsel, Mr Simon Gorton, concerning the prospects of bringing a successful claim against the proposed defendant and whether any such viable claim could sensibly be brought in the small claims track.

IT WAS RESOLVED to amend the Corporation's resolution and proceed to commence a claim for breach of contract in the civil court for the recovery of the monies plus costs.

70/06 CAMPUS DEVELOPMENT COMMITTEE – TERMS OF REFERENCE

Following the resolution of the Corporation made at its meeting held on 30 November 2006 (Minute No: 60/06) members considered the extent of the authority which is to be delegated to the Campus Development Committee.

IT WAS RESOLVED that the details of the amended terms of reference should be considered and agreed by the Corporation at its meeting on 19 January 2007.

71/06 SESSIONS 4 & 5: THEMES FOR STRATEGIC PLANNING RETREAT ON 19 JANUARY 2007

Members considered the topics for consideration at the strategic planning retreat on 19 January 2007.

IT WAS RESOLVED that the meeting should cover the following topics:

- ***The Further Education and Training Bill and the Leitch Review of Skills Report;***
- ***Overall review of strategic plan, mission, vision, educational character, aims and objectives including 14-16, provision of foundation degrees, provision of an international baccalaureate, personalisation and expansion of apprenticeships;***
- ***Review of Group Tutoring, tutoring in general & proposed changes***

There being no further business, the meeting concluded after Part B business at 3.50 p.m.

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(Chair)

Production: 14 December 2006

Chair's approval: 15 December 2006

Corporation approval: 19 January 2007

APPENDIX 1 – NOTES ON CURRICULUM AREA SELF ASSESSMENT REPORTS
(Ref: Minute No: 66/2/06):

Science and Mathematics Actions and improvements over the past year have included : refurbishment of rooms; pre-entry guidance for AS students; bridging work for AS students; revision classes; introduction of workshops for underachieving students

Construction Actions and improvements over the past year have included: a review of the plumbing provision and gas assessment which will be incorporated into the new build; increased focus on pre-entry guidance; on-line health and safety testing and technical certificates testing; development of an on-line tracking system to track achievement on BTEC National Programmes.

Engineering and Manufacturing Technologies Actions and improvements over the past year have included: a new kit car project; an enhanced programme of visits and residentials; use of on-line performance predictors for use at interview and enrolment; appointment of a Faculty Employer Engagement Senior Lecturer; development of a computer based student tracking on-line system..

Business, Administration & Law Actions and improvements over the past year have included: replacement of the GNVQ Intermediate by the BTEC First Diploma; review of the Professional Award with the DMS programme being discontinued and the AAT Diploma Pathway being introduced; use of Learnwise for AS/A2 Business Studies, BTEC First Diploma and AAT courses; introduction of master classes to aid student revision

Information and Communications Technology Actions and improvements over the past year have included: introduction of a new ECDL policy with closer monitoring of student progress; increased numbers of student work experience placements have been organised; continued development of the new Diploma in Digital Applications with the “Pebble Pad” on-line portfolio being installed; an on-line grad recording system has been introduced; the first year of the Foundation Degree has been completed with excellent student results; introduction of Communications Level 3.

Education and Training Actions and improvements over the past year have included: Additional computer facilities have been introduced to enhance the use of ICT by trainee teachers; learning mentors have been appointed and trained; appointment of an external employer liaison senior lecturer to explore local needs.

Catering and Hospitality Actions and improvements over the past year have included: team building events; improved restaurant facilities; enhancement of library /IT resources; study to assess the viability of a hospitality/ business foundation degree course

Sport and Recreation Actions and improvements over the past year have included: timetabling of a coaching award to improve achievement at level 2; improved retention on the first diploma in sport; increased engagement with local sport and leisure providers facilitated by an area senior lecturer contacting all providers in order to market sport courses and facilitate development within the curriculum.

Travel and Tourism Actions and improvements over the past year have included: increased use of guest speakers; improved retention and success rates above the National Benchmark; highly successful completion of Springboard UK “Young Managers’ Programme” by BTEC National Diploma students; enhancement of the day visit programme for each course.

Hairdressing and Beauty Therapy Actions and improvements over the past year have included: improved retention through the restructuring of the 19+ year 2 programme to better suit the needs of learners together with improved advice and guidance with the introduction of a pre-entry assignment; development of an on-line student tracker to improve communication between course and support staff; improved employer links and work experience placements; a growth in the number of student achievements in national competitions.

Health, Public Services and Care Actions and improvements over the past year have included: introduction of BTEC Introductory Diploma in Health & Social Care, BTEC First Diploma in Health and Social Care, NVQs in Children's Care, Learning and Development; introduction of more practical learning activities

Visual Arts and Media & Performing Arts Actions and improvements over the past year have included: improved success rate on the A Level Fine Art course through revision of the Fine Art curriculum, in-house staff development, restructuring of the program delivery; improvements to the assessment and feedback process; introduction of on-line tracking system for vocational programmes; enhanced opportunities for performances given by Performing Arts students.

History, Philosophy and Theology & Social Sciences Actions and improvements over the past year have included: introduction of taster courses for secondary school pupils; launch of AS/A2 Philosophy and AS Critical Thinking; staff development through improved work experience links with local schools and staff team building events

Languages, Literature and Culture Actions and improvements over the past year have included: introduction of mature AS language day time classes; installation of digital language laboratory.

Foundation Programmes, Actions and improvements over the past year have included: staff development with improved use of Learnwise and Level 1 recourses to support numeracy; introduction of OCR Entry Level Certificate for all learners matched to ILR targets; participation in DfES convergence project to provide underpinning knowledge for Key Skills qualifications

**FACULTY/CURRICULUM AREA LINKS 2006/7
(Programme commencing Spring 2007)**

<u>FACULTY AREA</u>	GOVERNOR	SMT LINK	Faculty Area Link
Science and Mathematics	Bronwyn Dean	DH	JOHN FIFIELD
Construction	John Dwyer	DH	JOHN FIFIELD
Engineering, Technology and Manufacturing	Vic Harris	DH	JOHN FIFIELD
Business Administration, Management and Professional	Simon Yates	NP	JERRY HAMMOND
ICT	Simon Yates	NP	JERRY HAMMOND
Hospitality, Sports, Leisure and Travel	Stan Utting	KG	KEVIN POTTS
Hairdressing and Beauty Therapy	Pat Birchall	GB	LINDA IZAN
Visual and Performing Arts and Media	Margaret Simon	GB	LINDA IZAN
Health, Social Care and Public Services	Gordon Fyffe	SMS	BARRY CURTIS
Humanities	Gordon Fyffe	SMS	BARRY CURTIS
English, Languages and Communication	Ken Lea	SMS	BARRY CURTIS
Foundation Programmes	Ian Carruthers	PS	BARRY CURTIS

APPENDIX 3 – NOTES ON FUNCTIONAL AREA SELF ASSESSMENT REPORTS
(Ref: Minute No: 67/06):

Leadership and Management Service level agreements are being developed by each functional area and the 360 degree appraisal programme is being rolled out throughout the college. New appointments have been made at Deputy Principal and Director of Quality level, Action plans on underperforming courses are to be produced and presented to the Corporation's Quality and Standards committee and Quality Managers are to produce action plans on courses with negative value added.

Governance Staff focus group and student focus group meetings were held as part of the governors' curriculum link programme and the curriculum link visits by governors are to be further developed. Awareness of stakeholder and learner views were obtained through results of surveys carried out with results presented to the Corporation.

College Programmes and Quality An enhanced staffing structure has been introduced to facilitate the development of an increased number of high quality work placements for students. On line systems for providing feedback on student performance and attendance have been introduced. A Young Apprenticeship in Science has been developed and the model is being used as a blueprint for the college's 14-18 curriculum developments. The College has developed an approach to target setting with all full-time and substantial part-time students having clear, well understood targets with performance against these targets being monitored throughout with an appropriate action planning review process. The College was recognised as being in the Sunday Times list of "100 best companies to work for".

Curriculum Support A CampusIT MyCampus portal for staff use has been developed. An enhanced system of identification and support for talented students in the College with a College system was agreed to enable Gifted and Talented students to apply for financial assistance to enable them to attend courses, coaching or events to develop their talent or skill. Enhanced services for students with learning difficulties and/or disabilities and development of expertise within learner Services for staff working with students with ADD/ADHD

Marketing, Operations and Commercial Activities Employer Engagement SMART targets have been set, improvements to the employer engagement team have been made with formal reporting links established with each employer representative. Initiative to encourage current students to continue with further education have been implemented. The campus development project has progressed with preparation of the Application in Principle and the appointment of the Design Team who will be employed by the college to the conclusion of the new build.

Organisational Development/Health and Safety Emphasis has been placed on the promotion of Every Child Matters with learners being well guided and supported by the Student Advice team. Throughout the year much importance has been placed on leadership development and training with twenty three middle managers successfully completing the CEL Modular Management Programme which focused on both personal and organisational development. The Starting Point Nursery was re-furbished and re-registered to accommodate children from birth to 11 years of age. There has been a continued programme of health and safety training for staff.

Finance and Administration Improvements to the system of Fixed asset tracking have been made. The system of EMA payments has successfully rolled through into the second year. The Data Protection Policy and Freedom of Information Policy have been reviewed and further developed with staff guidelines issued to all staff is being implemented