

## SOUTH CHESHIRE COLLEGE

### MINUTES OF THE CORPORATION/SMT PERFORMANCE RETREAT HELD AT CRANAGE HALL ON FRIDAY 12 DECEMBER 2008 AT 9.00 AM

#### PART A MINUTES

##### **Present:**

K Lea	(Chair of the Corporation)
V Harris	(Vice-chair of the Corporation)
D J Collins	(Principal and Chief Executive)
J Bache	
C Blanchard	
P Bowie	(appointed as governor from the point shown)
J Dowell	
J Dwyer	
F Ellison	
G Fyffe	
R Jones	
M Simon	(until the point shown)
S Utting	
T Wheeler	(until the point shown)
S Yates	(leaving and returning as shown)

##### **In attendance:**

P Swift	(Deputy Principal and Director of Studies)
G Bebbington	(Director of Finance and Administration)
D Harwood	(Director of Quality and Marketing)
N Peet	(Director of Curriculum Support and Operations)
S Salter	(Director of Organisational Development)
E Davies-Jones	(Clerk to the Corporation)

##### **Item**

##### **76/08 FORMAL MATTERS**

##### **76/1/08 Apologies for Absence**

Apologies for absence were received from Craig Lamont.

##### **76/2/08 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.

##### **76/3/08 Appointments**

##### **Student Governor Vacancy**

Members had been informed that in September 2008 two students had been nominated and had confirmed that they were willing to act as student governors. However, in November 2008, both students withdrew stating that due to changes in their individual personal circumstances they were no longer able to undertake the role as student members. Further nominations had been sought from students and one valid nomination had been received. Members were informed that the procedure for seeking nominations was being repeated as there were vacancies for two student members. Members considered the nomination of Peter Bowie for the position of student governor.

***IT WAS RESOLVED to appoint Peter Bowie as a student member for a term of office ending 31 July 2008 and that Peter Bowie be appointed as a member of the Quality and Standards Committee during that period.***

### **Prospective new member of the Corporation**

The Chair of the Search Committee informed members that the Search Committee had considered the self nomination received from Miss Katie Newbould and members of the Search Committee had interviewed her on the afternoon of Friday 5 December. The members of the Search Committee considered that Miss Newbould would provide additional expertise to the Corporation and that pending a vacancy she should be invited to join the Corporation's Organisational Development committee as a co-opted committee member.

***IT WAS RESOLVED to invite Miss Katie Newbould to become a member of the Corporation's Organisational Development Committee.***

### **76/4/08 Changes to Corporation meeting dates**

***IT WAS RESOLVED that the dates of three scheduled Corporation meeting dates should be changed and that:***

- ***the Corporation meeting scheduled to be held on Thursday 26 March 2009 will now be held on Thursday 3 April 2009;***
- ***the Corporation meeting scheduled to be held on Thursday 23 July 2009 will now be held on Friday 24 July 2009; and***
- ***the Corporation meeting scheduled to be held on Thursday 26 November 2009 will now be held on Thursday 3 December 2009.***

### **77/08 REPORT OF THE CAMPUS DEVELOPMENT COMMITTEE**

A copy of the minutes of the Campus Development Committee meeting which was held on 5 December 2008 was circulated to members. Ken Lea, as Chair of the Campus Development Committee, informed members that the contract with the building contractor had been signed on behalf of the Corporation on 10 December 2009. The agreements with the building contractor, novating the contracts with three of the design team consultants ( the Structural/Civil/Highways Engineer, the Building Services Engineer/ BREEAM Consultant and the Architect) to the building contractor, was concluded on the same day.

The Chair informed members that the offer received from the developer, for the purchase of the land allocated for residential development, had be substantially reduced following the changing market conditions. The Campus Development Committee recommended that the land should be withdrawn from sale for the time and that the Learning and Skills Council notified of the temporary withdrawal of the land from sale. He informed members that the Committee would clarify the budget at its next meeting and would monitor the position and look at all options including the possible use of the land for other purposes.

***IT WAS RESOLVED to receive the report and to approve the recommendation of the Campus Development Committee that the land earmarked for residential development be withdrawn from sale for the time being pending a recovery in market conditions.***

### **78/08 SOUTH CHESHIRE ENTERPRISES LIMITED**

Following the resolution of the Corporation (Ref: Minute No. 69/08) Simon Yates, in his role as Director and Chairman of South Cheshire Enterprises Limited, informed members of the recommendation concerning the appointment of a new Managing Director of the College's subsidiary company made by the members of the selection panel. Vic Harris, as a member of the Corporation and a member of the selection panel, confirmed the details of the report. Simon Yates informed members that it was the unanimous recommendation of the selection panel members that Philip Derges should be offered the position of Managing Director of South Cheshire Enterprises at a salary of £60,000 per annum plus a performance related bonus.

***IT WAS RESOLVED to approve that Philip Derges should be offered the position as Managing Director of South Cheshire Enterprises Limited at a salary of £60,000 plus performance related bonus with such handover period as may be required with the current Managing Director, Stan Cowell.***

Simon Yates left the meeting at this point

**79/08 STUDENT PERFORMANCE AND CURRICULUM AREA SELF-ASSESSMENT REPORTS 2007/08**

**79/1/08 The College as a Whole: Student Achievements and Standards**

The Principal presented a report summarising student performance in 2007/08 and which included charts of student success, retention and achievement rates showing performance over a three year period from 2005/06. He stated that the performance was set in the context of 2007/08 being the year when the college was inspected by Ofsted being given an overall grade of Outstanding in all categories including quality assurance arrangements. He drew members' attention to the following specific points:

- overall success rate for long programmes for 16-18 and for 19+ has improved from 74% in 2005/06 to 77% in 2007/08;
- a strong performance with overall A-level pass rate was 99.3% and AS level pass rate was 83% in 2007/08.

The Principal informed members that the overall AS pass rate had been 2 / 3 % lower than anticipated as a result of poor performance at AS level in four subjects: Psychology, Law, Chemistry and Computing, where performance in the past has been traditionally strong. He informed members that A level results in these subjects had been excellent and that individual action plans for the AS programmes were now in place to address the issues identified.

He informed members that overall the college's performance was strong but performance in the Basic Skills curriculum area needed to improve. He referred members to the detail given in the report to the individual curriculum areas.

***IT WAS RESOLVED to receive the report and note the performance of the student body in 2007/08***

Simon Yates returned to the meeting at this point.

**79/2/08 Curriculum Area Self Assessment Reports**

Members had received a draft copy of the detailed self assessment report for 2007/08 and considered the detailed content and grading of self-assessment reports for 2007/08 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 quality improvement plan covering the planned actions for improvements to be undertaken in the year 2008/09. 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.

***IT WAS RESOLVED to :***

- ***approve the curriculum area self assessment reports subject to amendment as discussed; and***
- ***receive a further report on future plans for the Basic Skills curriculum area at the Corporation meeting on 2 April 2009***

**79/3/08 Destination Analysis**

The Director of Quality and Marketing presented the following summary of destinations of full-time students at the end of 2007/08:

<b>Student Destinations</b>	<b>2005-06</b>	<b>%</b>	<b>2006-07</b>	<b>%</b>	<b>2006-07</b>	<b>%</b>
University-HE	431	17.0	538	17.0	532	17.48
Employment/Apprenticeship/Uniformed Services	353	14.0	404	14.0	345	11.33
Gap Year	17	0.7	44	0.7	17	0.56
Unemployed-Seeking Employment	149	5.8	235	5.8	194	6.38
SCC Progressed to Yr 2 course-continuing with a course	1521	60.0	1400	60.0	1619	53.20
Another College	25	1.0	34	1.0	35	1.15
Moved -Returned Home	17	0.7	24	0.7	28	0.92
Unknown	20	0.8	4	0.8	273	8.97
<b>Totals</b>	<b>2533</b>	<b>100.0</b>	<b>2683</b>	<b>100.0</b>	<b>2683</b>	<b>100.0</b>

He informed members that: 1619 students progressed to year two or continued with their course in 2007/08.

- The number of students progressing to University/HE courses in 2007-2008 was increased from 431 in 2005/06 to 532 in 2007/08. This is attributed to students progressing on to the College's HNC/HND and Foundation Degree courses
- 38% of the College's A level cohort go onto university or HE programmes
- 194 students indicated they are seeking employment in 2007-2008 compared to 235 in 2006-2007
- A decrease in students taking gap years, travelling etc
- The number of "unknowns" has increased in 2007-2008 compared to previous years. The majority of unknown outcomes are from the ESOL provision where there has been a difficulty in tracking a key destination for these students, who have either moved or left the country.

**IT WAS RESOLVED to:**

- *receive the report and note the destinations of students in 2007/08;*

**79/4/08 Governor/Curriculum Links for 2009**

The governor links for the 2008/09 programme, commencing in Spring 2009, was considered.

**IT WAS RESOLVED to approve the programme of links as set out and appended to these minutes**

**80/08 FUNCTIONAL AREA SELF-ASSESSMENT REPORTS 2007/08**

Tim Wheeler and Margaret Simon left the meeting at 2.45pm, part way through the consideration of this agenda item.

**Functional Area Self Assessment Reports**

Members received the annual reports of the Corporation's Finance, Organisational Development and Quality and Standards Committees. Each SMT member presented the draft self-assessment report for their functional area for the year copies of which had been circulated to members in advance of this meeting. SMT members and governors focused discussion particularly on areas for development.

**IT WAS RESOLVED to :**

- *receive the functional area self assessment reports;*
- *approve the draft self assessment report for functional areas for 2007/08 subject to amendments as discussed;*

- *receive a further report on developments / IT training from the Director of Curriculum Support and Operations at the Corporation meeting on 2 April 2009.*

## 81/08 COMMITTEE REPORTS AND APPROVAL OF AUDITED ACCOUNTS 2007/08

### 81/1/08 Finance Committee Report

The Chair of the Finance Committee reported on the key matters which had been considered by the Finance Committee at its meeting held on 4 December 2008. A copy of the draft minutes of the committee meeting had been circulated to members in advance of this meeting. Members considered the draft Memorandum of Understanding as approved and submitted to the Finance Committee by the Board of the Directors of the College's subsidiary company.

#### ***IT WAS RESOLVED to approve :***

- ***the Memorandum of Understanding between the College and its subsidiary company subject to amendment identifying the appointment of the new Managing Director as approved earlier during the course of this meeting; and***
- ***the amendment of the College's risk register to include the two additional identified risks concerning investment of monies***

### 81/2/08 Audit Committee Report including the Committee's Annual Report

Members considered the minutes of the Audit Committee meeting which had been held on 4 December 2008. Members also considered the Audit Committee's annual report to the Corporation, the internal auditors' annual report for 2007/08 and the financial statements auditors' management letter for 2007/08, 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 2008, 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 4 December 2008 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 2008. There were no matters raised in the management letter, which were material to the accounts and affected the audit opinion.

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 2008.

The Audit Committee's report informed members were informed that the Audit Committee's discussions with internal and financial statements auditors had satisfied members that the Committee's advice was appropriate and soundly based. The Audit 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 Audit Committee's report also set out details of the extent to which the committee's terms of reference had been covered during the year.

The Audit Committee's annual report provided members with the results of the governance self assessment for the year ending 31 July 2008, incorporating the following –

- 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 2007/08;*
- *receive the internal audit annual report;*
- *receive the financial statements auditors' management letter for the year ended 31 July 2008.*

**81/3/08 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 2008. He informed members that the accounts were considered by the Finance Committee at its meeting on 4 December 2008 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 £210,000 pre FRS 17 and a surplus of £108,000 post FRS 17, that the general reserves pre FRS 17 are £4,601,000 and post FRS 17 £ 1,427,000 and that the accounts must be submitted to the LSC by no later than 31 December 2008;
- 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 27 November 2008 and had been approved at the company's annual general meeting held earlier this afternoon;

***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 2008;*
- *to note the date of presentation of the annual report to stakeholders at the College's annual meeting on 5 March 2009 from 8.00 am.*

**82/08 SELF REGULATION**

**82/1/08 Risk Management Report 2007/08**

The Director of Finance and Administration presented a report informing members that the report had been considered by the Audit committee members at their meeting held on 4 December 2008. He informed members in particular –

- how the College had dealt with specific risks in 2007/08, namely: insufficient accommodation, building project overspends; potential loss of key personnel; disruption due to failure of utilities; failure to provide high quality teaching; failure to maximise student potential and success rates; and the possibility of inadequate examination processes and procedures due to the construction phase of the new build;
- with regard to the three separate risk registers covering specific risks relating to (i) the College, (ii) the new build project monitored by the Campus Development Committee; and (iii) the subsidiary company risk register covering the specific risks relating to the trading activities of South Cheshire Enterprises Limited monitored by the Board of Directors of the subsidiary company.

***IT WAS RESOLVED to receive the annual report on risk management and to note the current position in respect of the risks described in the risk register;***

**82/2/08 Financial Management & Control Evaluation**

The Director of Finance and Administration presented the 88 pages of the draft document which had been circulated to members in advance of this meeting. The document set out the detail of the College's review of its financial management and control arrangements with the associated grade which would be submitted to the Learning and Skills Council following approval by the Corporation. He informed members that copies of the completed document had been given to members of the Audit Committee at the meeting held on 4 December 2008.

***IT WAS RESOLVED to approve that the Financial and Management Control Evaluation, as presented at this meeting, should be submitted to the Learning and Skills Council.***

**83/08 THEMES FOR STRATEGIC PLANNING RETREAT ON 16 JANUARY 2009**

The Chair informed members that the Principal's paper entitled "the future of South Cheshire College – Strategic Considerations" which had been circulated to members in advance of the meeting would provide a basis for the strategic planning meeting on 16 January 2009 when the newly appointed Principal Designate would present proposals to the Corporation regarding the future direction of the College including the provision of educational services and the supporting organisational structure.

***IT WAS RESOLVED that the meeting should receive and consider the proposals of the Principal Designate which shall include:***

- ***the strategy for marketing;***
- ***requirements for IT skills and training;***
- ***review of the MIS data systems;***
- ***links with employers including training provision and staffing resources;***
- ***self regulation including extended peer review***
- ***provision of :***
  - ***16 to 19 courses;***
  - ***basic skills ; and***
  - ***14 to 16 courses***

There being no further business, the meeting concluded after Part B business at 4.10 p.m.

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(Chair)

Production: 19 December 2008

Chair's approval: 24 December 2008

Corporation approval: 16 January 2009

**FACULTY/CURRICULUM AREA LINKS 2008/09  
(Programme commencing Spring 2009)**

<b><u>FACULTY AREA</u></b>	
	<b>Governor Link for 2008/09</b>
Science and Mathematics	<b><i>Ken Lea</i></b>
Construction	<b><i>John Dwyer</i></b>
Engineering, Technology and Manufacturing	<b><i>Vic Harris</i></b>
Business Administration, Management and Professional	<b><i>Ron Jones</i></b>
ICT	<b><i>Claire Blanchard</i></b>
Hospitality, Sports, Leisure and Travel	<b><i>Simon Yates</i></b>
Hairdressing and Beauty Therapy	<b><i>Margaret Simon</i></b>
Visual and Performing Arts and Media	<b><i>John Bache</i></b>
Health, Social Care and Public Services	<b><i>Gordon Fyffe</i></b>
Humanities	<b><i>Gordon Fyffe</i></b>
English, Languages and Communication	<b><i>Stan Utting</i></b>
Foundation Programmes	<b><i>Francis Ellison</i></b>

SPRING TERM – GOVERNOR / STUDENT FOCUS GROUP MEETINGS

SUMMER TERM – GOVERNOR / STAFF FOCUS GROUP MEETINGS

AUTUMN TERM - GOVERNOR REVIEW OF SELF ASSESSMENT REPORT WITH STAFF

