

Present:

Jackie Flynn (Chair)
Rebecca Parks, Group Principal
Charles Davies
Tony Redmond
Paula Summersfield
Adam Fidler
Sam Butler (on Teams)
Dr Martin Toner
Janet Ndungu (on Teams)
Martin Townsend
Roger Cunliffe
Kenda Ebeidin

In Attendance:

Mark Compton, Head of Corporate Business (Training Session only)
Karen Hollins, Chief Finance Officer
Debbie Ward, Director of Operations Management
Kimberley Cash, Deputy Principal
Ruth Osborne-Thompson, Vice Principal (Professional Services)
Kate Rogerson, Vice Principal (Academic)
Kelly Mason, Director of HR
Allan Milne, Director of Apprenticeships & Employer Engagement
Denise Hark, Clerk

Training and Development Session

Prior to the start of the formal meeting two training sessions were provided for governors:

1. Mark Compton, the Head of Corporate Business, presented his indicative strategy for Corporate Business development. The following points were noted:

Mc's role has a broad remit and the pillars of activity are aligned with the College priorities of Sustainability, Resource and Business opportunities, External Presence and Teaching and Learning.

MC has submitted three bids to date:

Office for Students:

Capital funding, supporting high-cost programmes, including "flexible" Higher Technical Qualifications. Based on the creation of "Workplace Environments".

GMCA Skills Bootcamps - Construction and Green Skills: "Low Carbon Heating Technician". This aims to upskill heating engineers on renewable heating solutions, to future proof their businesses. The College has been successful in this bid.

GMCA Skills Bootcamps -Manufacturing: "Industrial Textiles Technician". Partnership with UK Fashion & Textile Association, providing entry into a growing industry, for learners seeking work in a revitalised and ethically aware sector.

A governor asked what net profit would be derived from the bids if they are successful. MC replied that if the bid of £230k to the Office for Students is successful, half of the amount would be spent on equipment and the rest could be spent on minor construction works. MC added that SCC is the first College that has applied for a Skills Boot Camp in the local area. There will be an initial outlay and risk with the College needing to take on additional responsibility in the first instance. The College should see a return in the recruitment of learners. MC advised that Corporation should not underestimate the power of being involved in new provision. A governor queried whether the College would see a profit from these bids. The Group Principal replied that the Skills Boot Camps should show a profit as the main expense would be for the Estates team opening up the building. A governor asked for an explanation of the terminology 'Boot Camp'. MC explained that this is a new strand of provision at Level 3 and has to have an employer involved in the design and delivery. The programme leads to a guaranteed interview with an employer. It was noted that many of the low carbon emission learners are already employed.

The Head of Corporate Business reported that he was looking at income generation including contracts and facilities hire which is already taking place. He added that facilities hire is one area

where more value can be gained. The College is working with an agency which is hiring out the 3G pitch on the College's behalf which reduces risk to the College. There is no cost to the College if the pitch is not let out and the College receives 65% of the profit with the agency looking after the credit control aspect. Both the College and the agency have insurance and appropriate due diligence has been carried out.

The Chair thanked the Head of Corporate Business for his efforts to date, and looked forward to a further update report in due course. She confirmed to governors that all activities undertaken have to be consistent with overall remit and ethos of the College.

2. The Group Principal provided a training session on the College provision and the different type of courses offered by the College. The following points were noted:

- SCC Group delivers a wide range of post-16 education and training from Entry Level 1 to Level 7.
- The curriculum offer is delivered across six campuses and various community venues.
- The greatest value of income is derived from 16-18 provision (£23m).

The 4 main areas of provision are:

A Levels which give a broad pathway to university. These are delivered at Pendleton with students studying 3 subjects.

Vocational courses have a mix of practical and academic content and are generally designed for students who wish to go directly into employment or go on to further training or a university course of a related area. Courses include: Animal Management, Sport, Journalism. The Vocational A Levels are offered at Eccles with students being able to study 3 Vocational subjects, however, these do not have the same UCAS points as traditional A Levels. These courses still have an element of coursework but have more exams than previously.

Apprenticeships involves learners working a minimum of 30 hours per week whilst receiving a formal programme of 'off the job' training (making up around 20% of the time). Apprenticeships can take between 1 and 4 years to complete dependent on the level studied. The Director of Apprenticeships & Employer Engagement reported that end-point assessments are carried out which proves that the person is competent in the workplace. There are 500 apprentices at City Skills, with others working at Level 1 or Level 2 before progressing to an apprenticeship.

T Levels are the technical equivalent to A-Levels and combined classroom-based learning with a long-term industry work placement throughout the course. T Levels are only offered at Level 3.

Qualifications are provided from Entry Level to Level 7.

Entry level of study offers a basic introduction to a subject area and may be the best option for those with no formal qualifications, including students with Special Educational Needs or English as an additional language.

Level 1 courses offered include Maths and English Functional Skills; Diploma in Brickwork & Diploma in Animal Care

Level 2 courses are at GCSE Level and include GCSE English and Maths and a GCSE in Applied Science is also offered at Eccles College.

Level 3 courses offered are A-Levels and some apprenticeships.

Level 4 is HNC level and includes an Accounting Diploma at Level 4 and an HNC in Musical Theatre.

Level 5 is HND level and includes HND in Animal Management, Foundation Degree

Level 6 is a Bachelors degree with an Animal Management BSc being offered at Eccles.

Level 7 is Post-graduate level. A Post Graduate Certificate in Education is offered at Future Skills.

In response to questions from governors the Group Principal confirmed that the College defines Higher Education from Level 4 upwards. It was noted that there are currently 25 students studying at Level 7, and 1500 students studying A Levels.

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	<p>A governor asked whether the College was still working with the local universities to offer degrees. The Group Principal replied that these courses are no longer offered. The College is focusing more on widening participation as it is felt that this model works better. The College is likely to consider its HE strategy in more detail in coming months.</p> <p>The Group Principal reported that there is a need to ensure consistency across the College centres as SCC is graded as one College. To assist with this, re-framed student standards have been adopted at all the Colleges.</p>
22/01	<p><u>Welcome to New Staff and Student Governors</u></p> <p>The Chair welcomed Roger Cunliffe, Martin Townsend (Staff Governors) and Kenda Ebeidin (Student Governor) to their first Corporation meeting.</p> <p>The Chair set out the overall aims for the academic year, following on from the ‘refresh’ in the previous year, and advised that the College will now aim to consolidate its successes. She noted governors’ appreciation for the loyalty and hard work of all the staff. She stated that the College will face further challenges in 2022/23, but that she was confident that with the Corporation and SLT working together these should be able to be overcome. Going forward SCC needs to achieve distinction. This means not only maintaining its good quality provision, and exam successes, and continuing to adhere to its social remit but also to aspire to innovation, research, and development in the broadest sense.</p>
22/02	<p><u>Apologies for Absence</u></p> <p>Apologies for absence were received from Sally Kells and Michael Sharples.</p>
22/03	<p><u>Membership</u></p> <p>The Clerk reported that the Search Committee had met on 6 September 2022 to interview Adrian Connell for the position of Co-optee to the Audit Committee. However, the Committee had subsequently agreed that AC should be recommended for appointment as a full governor rather than a Co-optee as he had a wider set of skills and competencies which would fit well with the Corporation.</p> <p>Search Committee had also recommended that Lucy Robinson also move from her position of Co-optee to the Audit Committee to a position as a full governor after she had shown commitment when covering the maternity leave of a fellow governor colleague.</p> <p>The Chair confirmed that this would mean that all independent governor places are now filled on Corporation.</p> <p><u>Resolution 22/03: Adrian Connell and Lucy Robinson are appointed as Independent Governors, subject to pre-appointment checks.</u></p>
22/04	<p><u>Declarations of Interest</u></p> <p>Governors made no declaration of interest in matters to be discussed at the meeting.</p> <p>All governors were requested to complete an Annual Declaration of Interest form and return them to the Clerk.</p>
22/05	<p><u>Minutes of the previous Corporation Meeting</u></p> <p><u>Resolution 22/05: the minutes of the previous meeting held on 4 July 2022 were agreed as an accurate record and approved for signature by the Chair, subject to the amendment on</u></p>

	<p><u>page 4 of a planned shortfall of £374k and also that Kelly Mason, Director of HR, had been in attendance at the meeting.</u></p> <p><u>Matters Arising</u></p> <p>It was noted that an appointment had not yet been made to the position of Lead Governor for Sustainability, but there is an intention to do so during this academic year.</p> <p>A governor requested an update on the appointment to the post of Social Prescriber which was to be funded by the City Council but mainly lodged in the College. The Deputy Principal reported that interviews for the position had taken place two weeks ago and the person appointed would start in post in October 2022. Further updates would be presented to the Quality & Standards Committee.</p> <p>It was noted that the number of national awards received by the College during the previous academic year had been very encouraging. The Chair added that it was pleasing to see these awards being celebrated on the College website and congratulated those staff who had worked hard to help achieve the awards.</p>
<p>22/06</p>	<p><u>Chair's Report</u></p> <p>The Chair provided an oral report, from which the following was noted:</p> <p><u>College Seal</u></p> <p>The Chair reported that she had not used the seal since the last meeting of the Corporation.</p> <p><u>Greater Manchester GFE Chairs' Advisory Group</u></p> <p>The Chair reported that she had recently organised the next online meeting of the GM GFE Chairs' Advisory Group for 13 October 2022. She confirmed that this continued to be a useful forum to exchange information, and share ideas. The Chair reported that this element of her report was used to raise governors' awareness of the Chair's external interactions with outside agencies.</p>
<p>22/07</p>	<p><u>Group Principal's Report</u></p> <p>The Group Principal gave a comprehensive report from which the following points were noted:</p> <p><u>Summer 2022 Examination Results</u></p> <ul style="list-style-type: none"> • A Level results for 2021/22 at 98.8% were slightly below the 2018/19 pass rate (-0.1%). • The overall ALPS Score was 3. • There was an increase in the high grades A*-B (+15.7%) compared to 2018/19. • There was also an increase of 9.4% in A*-C grades (82.4%) • A benchmarking exercise was carried out against some of the smaller Sixth Forms which are in a consortium with the College. SCC compared positively to the selected group. • Vocational A Levels performance at 70% was slightly below the 2018/19 level, however, this is the first year where they have had exams rather than being assessed on coursework. • The ALPS score for Vocational A Levels was ALPS 5. This will be an area of focus for the College. • 100% retention for students on T Levels moving into their second year. • Apprenticeship results were 60.5% compared to a benchmark of 57.7%. • Those learners who haven't passed their apprenticeship could mainly be accounted for by their employment status, either losing or leaving their job during Covid. • Adult results were 84.3% against 6045 qualifications compared to 79% in 2018/19 against 1580 qualifications. It was noted that the number of qualifications had quadrupled in this area over the last four years.

The Chair of the Quality & Standards Committee commented positively on the results and said that it would be interesting to compare the results at subject level showing progress over time. The Group Principal agreed that a detailed analysis would be brought to the next Quality & Standards Committee meeting.

The Chair commented that there had been a generalised perception that results in the creative subjects may have declined this year due to the impact of Covid. The Group Principal replied that this had not been evidenced in terms of academic achievement, but there had been some impact on retention.

Student Recruitment

There had been a number of strategies carried out over the summer to engage with prospective students including visits to schools carried out by the School Liaison team and radio campaigns.

The current number of A Level students recruited to date is 4548 compared to the target of 4551. Enrolment will continue until October 2022. It was noted that this number is after 10% attrition. All recruitment data is clean.

The Group Principal pointed out that the number of students had increased by 710 when compared to 2019/20, which had the effect on increasing the College's income by £3.5m. The last time recruitment had been at the current level had been in 2016. The Chair reported that the College had made a conscious decision in 2017 to go for measured growth rather than exponential numbers. The Group Principal confirmed that there was still some capacity for growth in numbers, but this cannot be at the expense of maintaining the quality of provision. A governor recalled that the College had around 6000 students in 2010 with income of circa £45m, and was one of the largest in the country. The Director of Operations Management explained that there had been a significant change in funding rules since 2010 and some of the 6000 students at that time had only been on part-time course of around 9 hours per week.

Enrolment for Adults is on target for Term 1, and it is expected the target will be achieved by the end of term.

Enrolment for Apprenticeships stands at 432 at Quarter 1, compared to a target of 360.

HE enrolment is 223 against a target of 265. It was noted that there has been a dip in this area for creative subjects largely due to students being attracted to a new facility offered by another local college. Higher Education is an area which will need to be kept under review.

An enrolment survey had been carried out which showed an overall satisfaction rate of 4.5*. 96% of students had said that they understand the financial support available and 97% of learners had said that SCC was their first choice of College. It was noted that only 74% of parents had not attended the new parents evening before the summer break which was disappointing. The Group Principal reported that some work needed to be carried out on parental engagement.

Strategic Plan 22-25

The 3-year Strategic plan has been launched and is included on the College's website. The new promotional video which showcases the College's strategy was shared with governors. Governors commented positively on the video which epitomises all the good work carried out by the College, and is both representative and authentic.

Corporation reviewed the College's six main priorities and noted the main challenges facing the College internally.

The external challenges facing colleges were discussed and these included:

- The uncertainty around appointment of a new Secretary of State for Education.
- The Combined Authority seeking devolution for 16-18 students.
- The energy crisis impacting on the College as it is not eligible for financial support.

	<ul style="list-style-type: none">• A reduction in funding for FE Colleges in real terms of 16%.• Impending reclassification of FE Colleges by the ONS, with colleges likely moving to the public sector which may have implications on borrowing.• The ability to deliver on many government initiatives.• The FE Reform has strengthened intervention measures.• An Ofsted Sub judgment on the Skills Strategy• ESFA lagged funding <p><u>Innovation and Recent Highlights</u></p> <ul style="list-style-type: none">• The College has received the World Skills Centre of Excellence kitemark.• A Hair and Beauty student from Worsley College is a finalist in the World Skills event.• A student had taken part in the televised Great British Bake Off competition.• Eccles College had hosted the Rugby League world cup as part of the tour.• The College has won a tender worth £100k to provide apprenticeships for Tameside Local Authority in Adult Care. <p>The Group Principal reported that the College had been approached to host a post mortem based on a real murder. The Student Governor reported that this had been an excellent opportunity which she had enjoyed. Students in attendance at the event would receive a certificate in Physiology and Anatomy. The Group Principal confirmed that this type of event would normally be hosted by universities; however, SCC had been chosen because of its enhanced reputation through having secured a significant number of national awards in 2021/22.</p> <p>The Chair thanked the Group Principal for her comprehensive report.</p>
22/08	<p><u>Finance/Resources</u></p> <p><u>Draft Year-end Financial position.</u></p> <p>The Chief Finance Officer reported that the financial statements have been drafted ready for external audit which is currently underway. The Annual report and accounts will be presented to the Audit Committee in November 2022, prior to being signed off by Corporation in December 2022.</p> <p>The following points from the report were noted:</p> <ul style="list-style-type: none">• The financial position shows a surplus of £560k excluding pension adjustment.• There is a favourable variance to budget of £70k,• There is an adverse variance to forecast of £129k due to energy costs; however, the risk was mitigated leaving the position at £119k over forecast.• The cash balance is £10.223m, which is a £486k improvement on forecast. This was largely due to unpaid capital works and cash received in-year to be clawed back or paid out in the following year.• Financial Health rating had been internally calculated at Outstanding,• All the FE Commissioner's benchmarks have been met.• All loan covenants have been met, however, the banks will not confirm this until the audited accounts have been submitted. <p><u>Performance against Year-end Forecast 2021-22</u></p> <p>There is a net increase in income of £92k compared to forecast. This had been reinvested into the College in particular in the areas of Estates, IT and Marketing.</p> <p>The surplus was £129k below forecast.</p>

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	<p>The Chief Finance Officer gave a detailed explanation on how the pension adjustment affects the accounts.</p> <ul style="list-style-type: none">• An actuarial evaluation is carried out every year, however, this is only received after the end of the financial year. The evaluation fluctuates over time due to performance of the pension assets in financial markets and long-term actuarial adjustments.• Pension adjustments are included in the annual accounts and the management accounts and this can result in the accounts reporting a deficit.• Pension adjustments do not affect the financial performance as the regulator and banks recognise that this is outside the control of colleges, and as such are excluded from all the metrics. <p><u>Partnership Activity</u></p> <p>Partner payments for 2021-22 were £32k below forecast.</p> <p><u>Group Principal's Expenses</u></p> <p>There had been minimal expenses claimed by the Group Principal, and these had mainly been due to attendance at development courses as agreed with Corporation.</p> <p><u>Key Contracts & Contracts over £100k</u></p> <p>A report was included with the papers for the meeting detailing the contracts due to expire before 31 March 2021.</p> <p><u>Energy update</u></p> <p>The Chief Finance Officer reported that the College is not eligible for any benefit from the Energy Bill Relief Scheme as the College had signed the contract prior to 1 April 2022 and the scheme only benefits contracts signed on or after this date.</p> <p>Energy costs had been £839k in 2021-22 and are estimated at £1.9m for 2022-23. The College is continuing to monitor energy usage and price.</p> <p>It was noted that linked to this the College has a Sustainability objective with a drive to reduce energy consumption not only from a cost point of view.</p> <p>Questions from Governors</p> <p>A governor asked what effect outstanding payments had had on the underlying cash balance. The Chief Finance Officer replied that the cash balance would have been reduced by £300k if all commitments had been paid before year end.</p>
22/09	<p><u>Governance</u></p> <p>Committee Membership 2022/23</p> <p>A paper was tabled detailing Committee Membership for 2022/23. It was noted that Adrian Connell would join the Audit Committee following his appointment as Independent Governor.</p> <p>Governor Expenses Policy</p> <p>The Clerk reported that a Governor Expenses policy had been drafted and this provides further clarification on the process by which governors can claim expenses. The policy is consistent with the College's Financial Regulations and the general Expenses Policy, both of which were approved by Corporation in July 2022.</p>

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	<p>A governor commented that historically governors had not tended to claim expenses. However, this was a personal choice and the intention is that governors should not be out of pocket when carrying out their duties as a governor. Governors confirmed that this was a very positive step.</p> <p><u>Resolution 22/09: the Governor Expenses policy is approved.</u></p> <p>Annual Governor Development Interviews 2021/2022</p> <p>The Chair reported that this process had been carried out over the last 7 years and during the interviews discussions have taken place on various matters including individual development as a governor. A written record of the meeting is agreed between the Chair and the individual governor. The records are then analysed to see if there are any themes around training and how meetings might be improved.</p> <p>The Vice Chair commented that this is a valuable process and thanked the Chair for giving up her time for the interviews. He added that this is good practice and enables governors to make decisions on what is right for the learners and the College.</p> <p>Corporation agreed that the Annual Governor Development interviews should continue in this academic year.</p>
22/10	<p><u>Meeting Evaluation Form</u></p> <p>The Chair requested that governors complete the Meeting Evaluation form and return it to the Clerk at the end of the meeting.</p>
22/11	<p><u>Any Other Business</u></p> <p>There were no other items of business raised.</p>
22/12	<p><u>Date of Next meeting</u></p> <p>The date of the next meeting is Tuesday 13 December 2022 at Worsley College. This will be followed by a Christmas meal prepared by the College's catering students.</p> <p><i>(All staff left the meeting at this point 4.50pm).</i></p>

(The meeting closed at 6.50pm)

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Draft Minutes prepared by Clerk: Denise Hark 1 October 2022

Draft Minutes Approved by Chair: Jackie Flynn 2 October 2022

Minutes approved by Corporation: 13 December 2022