

Report and financial statements

Accrington & Rossendale College

For the year ended 31 July 2016

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Members' Report

A. NATURE, OBJECTIVES AND STRATEGIES

The members present their report and the audited financial statements for the year ended 31 July 2016.

Legal status

The Corporation was established under the Further and Higher Education Act 1992 for the purpose of conducting Accrington & Rossendale College. The College is an exempt charity for the purposes of the Charities Act 2011.

The Corporation was incorporated as Accrington & Rossendale College.

The College Vision and Mission Statement

The Governors reviewed the College's mission in September 2016 and confirmed the vision and mission statement as follows:

The Vision: To be the first choice college for a career-focussed education

The Mission: To raise access, aspiration and achievement

Public Benefit

Accrington & Rossendale College is an exempt charity under the Part 3 of the Charities Act 2011 and from 1st September 2013, is regulated by the Secretary of State for Business, Innovation and Skills as Principal Regulator for all FE Corporations in England. The members of the Governing body, who are trustees of the charity, are disclosed on pages 14 to 16.

In setting and reviewing the College's strategic objectives, the Governing Body has had due regard for the Charity Commission's guidance on public benefit and particularly upon its supplementary guidance on the advancement of education. The guidance sets out the requirement that all organisations wishing to be recognised as charities must demonstrate, explicitly, that their aims are for the public benefit.

In delivering its mission, the College provides the following identifiable public benefits through the advancement of education:

- High quality teaching
- Widening participation and tackling social exclusion
- Excellent employment record for students
- Strong student support systems
- Links with employers, industry and commerce.

Implementation of strategic aims

In September 2016, the Corporation approved the updated Strategic Plan (2015-2017), which included specific objectives for 2016/17 under each of the College's five strategic aims. The Corporation monitors the performance of the College against these, and they are reviewed and updated each year. The College's continuing, over-arching strategic aims are to:

Members' Report (continued)

- Be an outstanding college
- Provide inspirational teaching, learning and support which equips all our learners for their future careers
- Increase participation from our community and add value, economically and socially
- Be an employer for first choice for talented and innovative staff
- Maintain financial stability

In 2015/16 some of the specific objectives were achieved in full, some were achieved in part and actions were put in place for those not achieved.

Performance indicators

The College is committed to observing the importance of sector measures and indicators, and uses the FE Choices website to benchmark our performance on key indicators against other providers.

High level KPIs have been established against each of the College's strategic aims, which are monitored termly by the Board of Governors. The College has a robust self-assessment process, which is evidence based. Performance of every curriculum area is reviewed against these three times per year

The College produces an annual Finance record for the Skills Funding Agency, which automatically generates a financial health grading. In 2015/16 the financial health grade was Inadequate. A financial plan is in place to return the College's financial health to Satisfactory by 2018.

B. FINANCIAL POSITION

Financial results

The College generated a deficit before actuarial losses in the year of £1,890,000 (2014/15 – deficit of £1,303,000). The College would have achieved a deficit of 1,543,000 if the effects of the FRS102 pension adjustments had not been incorporated.

At 31 July 2016, the College had accumulated income and expenditure reserves of £2,387,000 excluding FRS102 Pension Reserve (2014/15 - £3,874,000) and was utilising an overdraft facility with Lloyds Bank to a value of £42,000 (2014/15 – cash balance £1,227,000).

The College's pension reserve deficit increased in year from £9,247,000 to £12,198,000.

Tangible fixed asset additions during the year amounted to £1,474,000 (2014/15 - £5,292,000). This related to the standard annual investment in equipment and software and completion of the Heartwood Centre.

The College has significant reliance on the Skills Funding Agency and Education Funding Agency, for its principal funding source, largely from recurrent grants. In 2015/16, these sources provided 73% of the College's total income (2014/15 – 73%). Total income from Higher Education provision, including grants, tuition fees and education contracts, accounts for £1.9m of the total overall income (2014/15 - £2.3m).

Members' Report (continued)

The College has one subsidiary company, ARC Enterprises Limited which remained dormant during 2015/16.

Treasury policies and objectives

Treasury management is the management of the College's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

The College has a separate treasury management policy in place which is revised and updated annually.

Short term borrowing for temporary revenue purposes is authorised by the Principal. All other borrowing requires the authorisation of the Corporation and shall comply with SFA requirements. The College will maintain these controls to ensure safe practice.

Cash flows

The cash balances as at 31 July 2016 were £nil (31 July 2015 - £1,227,000). £46,000 of the overdraft facility with Lloyds was required on 31st July 2016 which was also accessed on 30th April for the first time. This reflects a reduction in cash reserves from 31 days cash in hand during the year.

Liquidity

The College continues to service a fixed interest rate loan from Barclays Bank plc, which was taken out in June 2008 for twenty five years.

In November 2015, the College drew down a second loan facility, with Lloyds Bank, to complete construction of the Heartwood Centre. This loan is for £1m over ten years with five year revolving terms.

Interest charges in 2015/16 amounted to £343,000 (2014/15 - £352,000). College borrowings are currently at 50% (2014/15 - 40%) of turnover.

C. CURRENT AND FUTURE DEVELOPMENT AND PERFORMANCE

Student numbers

In 2015/16, the College delivered activity that has, overall, produced £9,027,000 in main allocation funding from the Skills Funding Agency and the Education Funding Agency (£9,644,000 in 2014/15). This includes the following funding streams:

- The EFA provided funding for 960 16-18 year old college based learners, which has decreased from 1,066 in 2014/15 with funding reducing from £4.9m to £4.5m.
- The number of college based adult students decreased from 3,529 in 2014/15 to 2,785 in 2015/16 with the associated income decreasing from £3,269,000 to £3,016,000.

Members' Report (continued)

- Adult apprentices funding generated £600,000 in 2015/16 compared to £536,000 in the previous year.
- 16 to 18 year old apprenticeship funding earned £877,000 compared to £978,000 in the previous year.

The College's Higher Education provision is funded from several sources including franchise arrangements and tuition fees. The overall income has decreased from £2,271,000 in 2014/15 to £1,867,000 in 2015/16.

Student achievements

The headline achievement rate for 2015/16 is 81%. English and maths performance had the effect of depressing the overall college achievement rate by 7% in 15/16. The effect was more pronounced for 16-18s, where the achievement rate was depressed by 15%. The College has developed an action plan to address this issue for 2016/17. The performance for adults continues to be strong across the board with an 88% achievement rate. For apprenticeship provision, for overall achievement at the whole college level, the college is also in line with the national average. The 16-18 and 24+ apprentices' performance is in line with the national average, whilst the 19-23 age group, although the smallest cohort, performs approximately 7 percentage points below the national average.

Curriculum developments

The College continues to collaborate with key stakeholders, including employers and community partners in planning the curriculum the College will offer to ensure it is both current and relevant. The breadth and quality of the curriculum aligns well with LEP priorities, and well planned curriculum pathways are in place to maximise opportunities for progressing learners to access the available and future jobs market or further study. It was confirmed during the college's recent Ofsted inspection that:

'The College has strong collaborative links with employers, individuals in the local community and other stakeholders. Labour market information is used well to inform curriculum development.' (Ofsted Report May 16).

Following a full curriculum review in 2015/16 the College rationalised the curriculum offer for 2015/16 and further for 2016/17, in order to:

- consolidate into 5 key sectors, in line with LEP priorities and future local skills needs
- withdraw provision in areas of low and declining recruitment and low class sizes/contribution rates
- maximise growth on key income lines

The College was inspected during 2015/16 and this resulted in a judgement of 'requires improvement'. The focus remains on quality improvement in order to achieve an Ofsted grade

Members' Report (continued)

of good or better at the next inspection. Work continues to ensure full alignment with government policy relating to programmes of study, with a strong emphasis on improving outcomes in English and maths, the development of core employability skills and vocational excellence to ensure learners maximise their potential in order progress to further study or work destinations.

In 2016/17 the College continues to offer a substantial adult programme to meet the needs of the local community working alongside its community partners throughout its catchment area including Hyndburn, Rossendale, the Ribble Valley, Blackburn and Burnley. Further budget reductions will have an impact on what can be delivered from 2017/18.

In line with Government policy the college continues to promote its apprenticeship offer. Work continues in 16/17 to expand our offer to better meet employer needs locally. The development and growth of Higher Level Apprenticeships (HLAs) has also been a key focus for the college throughout 2015/16 and into 2016/17. A new HLA in Construction Management is planned for recruitment during autumn 2016. The HLA in Professional Administration and Business Management, HLA in Leadership and Management in partnership with the Lancashire Care Foundation will continue to be a target for growth in 16/17. Discussions are also on-going with local HEI partners regarding Degree apprenticeships.

The College continues to deliver prescribed and non-prescribed HE and has partnership arrangements in place Buckinghamshire New University, Bolton University and Liverpool John Moores University. The HE offer in health has been targeted for growth in the last 3 years and now has the largest volumes of learners on a range of specialist pathways including Health and Social Care, Mental Health, Substance Misuse and Counselling, Health and Applied Social and Childhood Studies. A new programme in Construction Management (HNC) is planned for 2016/17 in response to local demand.

In 2014/15 the College launched a new Digital Strategy. This strategy demonstrates the College's continued commitment in using technology to enhance teaching, learning, assessment and the overall student experience. A key part of the strategy was the evolution of curriculum delivery to incorporate online learning. In March 2016 the College launched its Scheduled Online Learning and Assessment (SOLA) initiative for 16/17. This is a tried and tested model that has proved beneficial in a number of partner colleges. From September 2016, all full time study programmes have incorporated 30 hours of online learning into their delivery, giving a 10% blend in line with the FELTAG recommendations.

Following a successful bid to Lancashire LEP in April 2015, the College is now working in collaboration with Risual and Microsoft as a Microsoft Certified Digital Academy. As part of this remit, plans are in place to train a range of staff to become Microsoft Certified Educators. This enables them to disseminate their knowledge across their teams in order to up-skill all staff members in the use of Microsoft applications and Office 365 and to apply pedagogies relevant to successful incorporation of e-learning.

Members' Report (continued)

Payment performance

The Late Payment of Commercial Debts (Interest) Act 1998, which came into force on 1 November 1998, requires colleges, in the absence of agreement to the contrary, to make payments to suppliers within 30 days of either the provision of goods or services or the date on which the invoice was received. The target set by the Treasury for payment to suppliers within 30 days is 95 per cent. During the accounting period 1 August 2015 to 31 July 2016, the College paid all appropriate invoices within 30 days. Invoices in dispute were dealt with within 60 days. The College incurred no interest charges in respect of late payment for this period.

Post-balance sheet events

There are no reportable post balance sheet events.

Future developments

The new Heartwood Centre will give the College a wide range of further opportunities to generate commercial and self-funding activities. We are working with employers in the catering, food production and retail industries to develop opportunities for them to access our leading edge training kitchens for training and product development.

The College's strong partnership with Risual and Microsoft has led to joint investment of a state of the art facility, and the College becoming the only Certified Digital Academy in the Lancashire LEP area. Shared staffing is planned to support growth in this sector via this new Digital Academy.

The College will actively participate in the forthcoming area reviews and is already engaged in collaborative work with Burnley College which is hoped will result a merger between the two colleges in the next 12 months.

D. RESOURCES

The College has an attractive, state of the art campus in the middle of Accrington which has been enhanced over the last few years by the completion of the 3G sports pitch, Sports Hall and Pavilion and the Heartwood Centre.

Our highly trained, qualified members of staff are our main resource in which we continue to invest to ensure continuous improvements and the achievement of our strategic targets. The average number of staff the College employed (expressed as full time equivalents) is 278 (2014/15 - 300), of whom 142 (2014/15 – 141) are teaching or delivery staff.

Maintaining the College's reputation for quality and resources is essential for the College's success in attracting learners and developing positive external relationships. A strategy of continual investment includes purchase of minor equipment of up to £300k annually, the majority of which is used to enhance our digital infrastructure, and constant internal remodelling of our buildings to fulfil the needs of the curriculum.

Members' Report (continued)

E. PRINCIPAL RISKS AND UNCERTAINTIES

Key risks are identified against each of the College's strategic ambitions which are reviewed termly by the Audit Committee. In addition, all management reports include identified risks and these are monitored by the Senior Management Team on a regular basis. This ensures all risks are identified and managed at the appropriate level. Not all risks identified are within the College's control.

The Risk Management Plan identifies risks under the five strategic aims and categorises them against scores for likelihood and impact:

Objectives identified as having the highest risk rating for 2015/16 were:-

- Plan and achieve a budget that leads to financial health of at least 'satisfactory' by 2016/17
- Maintain cash balances of at least 10 days at any time
- Maximise income from all funding streams
- Maintain confidence of stakeholders including Lenders, Funders, Suppliers and Staff

In order to mitigate all identified risks, early warning indicators and specific actions are agreed and monitored. This process has enabled many of the risks to be identified and their impact reduced but it is evident that the first three risks have not been managed sufficiently during 2015/16 and further controls are necessary to mitigate these risks in the future. The College is working closely with the SFA and the FE Commissioner and has engaged additional professional support.

F. STAKEHOLDER RELATIONSHIPS

In line with other colleges and with universities, Accrington & Rossendale College has many stakeholders. The College recognises the importance of these relationships and engages in regular communication with them. These include:

- Learners;
- Funding Agencies;
- Staff;
- Local employers (with specific links);
- Local Authorities and schools;
- Lancashire Local Enterprise Partnership (LEP)
- The local community;
- Other FE institutions and training providers;
- Trade unions and professional bodies.

G. EQUAL OPPORTUNITIES

The College believes in working positively to celebrate diversity and advance equality of opportunity and embrace the fact that we work in a multi-faceted and diverse community.

Members' Report (continued)

We believe in the right of every individual to be treated with respect and dignity, in an environment in which a diversity of backgrounds experience is valued. We aim to ensure that all staff and learners, whether existing or potential, receive fair and equal treatment when applying to, or working as, members of the College community. We are committed to challenge and eliminate any attitudes and behaviour which deny these fundamental rights.

Our Single Equality Scheme sets out how we will meet our statutory duties contained in the Equality Act 2010 and ensure that equality of opportunity and respect for diversity is at the heart of all we do. It sets out how the College will work to eliminate discrimination and promote good relations between people of different groups regardless of:

- Race
- Disability
- Sex
- Age
- Sexual orientation
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Faith, religion and belief

We are committed to the active pursuit of an approach to equality and diversity which addresses the need and right of everyone in College to be treated with respect and dignity, in an environment in which a diversity of backgrounds and experience is valued. We are committed to working in an inclusive way within the communities that we serve and to develop a learner community and workforce of the future that reflects East Lancashire's rich diversity. We also recognise that truly embracing and respecting diversity means more than complying with equalities legislation and the strands protected by it.

The Single Equality Scheme is publicised on the College website and intranet. The College publishes an Annual Monitoring Report and Equality Objectives to ensure compliance with all relevant equality legislation including the Equality Act 2010. The College undertakes equality impact assessments on all new policies and procedures and publishes the results. Equality impact assessments are also undertaken for existing policies and procedures on a prioritised basis.

Staff Profile

In January 2016, 94.2% of College staff identified as being white, 4.2% staff identified as being from BME groups and 1.6% identified as "other". The number of BME staff decreased by 0.8% whilst the number of white staff remained static. The number of staff identifying as 'other' increased by 0.8%. The majority of BME staff (78.6%) are employed in support roles, with 2.7% of our teachers declaring their ethnicity as BME or 'other'. Of the whole College management team, one member of staff declared BME ethnicity.

The number of staff with a disability in January 2016 was 10.2% rising by 4% over the past 2 years. The disability of 2% of staff was not known. The number of staff with a disability employed by the College is still more than double the national average (4%) reported by the Education and Training Foundation.

Members' Report (continued)

The gender profile of staff working at the College as at January 2016 is 59% female and 41% male, which has remained steady in recent years. When the data is analysed by the occupational group the breakdown shows our teaching staff with 45.5% male and 54.5% female, a shift from the previous year when the split was almost 50% of each. This compares favourably to the comparable national statistics for teaching staff which is 59% female and 41% male and shows that our workforce has a better gender balance than the sector as a whole.

The support staff profile shows the widest gap with 63% female staff and 37% male. This has remained fairly static over the last few years and still compares favourably to national statistics that show a similar trend. The whole college management team consists of 61.5% female and 38.5% male. This shows a 6% reduction in female managers since the last report. This is due, in the main to normal turnover.

In January 2016, 89.4% of staff had declared their sexual orientation, a slight increase on the previous year's figures. Of the staff that declared their sexual orientation 97.2% identified as straight/heterosexual, 0.7% of staff identified as bi sexual, 0.7% of staff identified as gay men, 1.0% of staff identified as lesbian / gay women and 0.4% identified as other.

Of the staff who declared their sexual orientation to be other than straight / heterosexual 50% were teachers, 25% were support staff and 25% were managers.

Comparisons to national data relating to sexual orientation are difficult as only 26% of records were returned with valid data. In this respect the College is significantly ahead of the sector in understanding the make-up of its workforce.

We monitor and analyse pay levels and discrepancies between genders to ensure that any pay gap is understood, legitimate and more importantly that any unfair disparities are eliminated.

For the year to January 2015, the overall College pay gap between women and men's median earnings was -0.5%, a shift from the previous year when the gap between women and men's pay was -0.3%. Median pay levels across genders are almost the same with the median salary for all females £129 (or 0.5%) higher than males.

When the issue of the gender imbalance at senior management level is taken into account (and these salaries excluded from the calculation) then the gender pay gap is higher than last year (3.6%), with men's median salaries 5% higher than women's. Further analysis focusing on the pay gap between males and females in the same general roles where individual are appointed on a fixed point salary, shows no variance in pay between males and females. For other roles where staff are appointed on incremental pay scales, there are marginal year on year variances in pay gaps for those staff. This variance is attributed to staff turnover where new starters to posts are often at the bottom of the pay scale and incremental progression of longer serving members of staff through the pay scale and is not gender related.

Disability statement

The College seeks to achieve the objectives set down in the Equality Act 2010. The College is a 'Positive about Disabled' employer and has committed to the principles and objectives of the Positive about Disabled standard. The College considers all employment applications from disabled persons, bearing in mind the aptitudes of the individuals concerned, and guarantees an interview to any disabled applicant who meets the essential criteria for the post. Where an

Members' Report (continued)

existing employee becomes disabled, every effort is made to ensure that employment with the College continues. The College's policy is to provide training, career development and opportunities for promotion which, as far as possible, provide identical opportunities to those of non-disabled employees.

Disclosure of information to auditors

The members who held office at the date of approval of this report confirm that, so far as they are each aware, there is no relevant audit information of which the College's auditors are unaware; and each member has taken all the steps that he or she ought to have taken to be aware of any relevant audit information and to establish that the College's auditors are aware of that information.

Approved by order of the members of the Corporation on 15 December 2016 and signed on its behalf by:



Brian Stephenson

Chair of Corporation

Key Management Personnel, Board of Governors and Professional advisers

Key management personnel

Susan Taylor Principal; Accounting officer
Susan Collinge Vice Principal (Finance and Corporate Services)
Wendy Higgin Vice Principal (Curriculum and Quality)

Board of Governors

A full list of Governors is given on pages 14-16 of these financial statements

Mr Andrew Armiger acted as Clerk to the Corporation throughout the period

Professional advisers

Financial Statement and Regularity Auditors:

Grant Thornton UK LLP, Chartered Accountants, Registered Auditors
4 Hardman Square
Spinningfields
Manchester
M3 3EB

Internal Auditors:

RSM
Sumner House
Saint Thomas' Road
Chorley
Lancashire
PR7 1HP

Bankers:

Lloyds Bank plc
Church Street
(309087) Blackburn Branch
Lancashire
BB2 1JQ

Barclays Commercial Bank
7th Floor
1 Marsden Street
Manchester
M2 1HW

Solicitors:

Weightmans LLP
First Floor, Three Piccadilly Place
Manchester
M1 3BN

Statement of Corporate Governance and Internal Control

The following statement is provided to enable readers of the annual report and accounts of the College to obtain a better understanding of its governance and legal structure. This statement covers the period from 1st August 2015 to 31st July 2016 and up to the date of approval of the annual report and financial statements.

The College endeavours to conduct its business:

- i) in accordance with the seven principles identified by the Committee on Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership).
- ii) in full accordance with the guidance to colleges from the Association of Colleges in The Good Governance for English Colleges ("the Code"); and
- iii) having due regard to the UK Corporate Governance Code 2014 insofar as it is applicable to the further education sector.

The College is committed to exhibiting best practice in all aspects of corporate governance and in particular the College has adopted and complied with the Code. We have not adopted and, therefore, do not apply the UK Corporate Governance Code. However, we have reported on our Corporate Governance arrangements by drawing upon best practice available, including those aspects of the UK Corporate Governance Code we consider to be relevant to the further education sector and best practice.

In the opinion of the Governors, the College complies with all the provisions of the Foundation Code and it has complied throughout the year ended 31 July 2016. The Governing Body recognises that, as a body entrusted with both public and private funds, it has a particular duty to observe the highest standards of corporate governance at all times. In carrying out its responsibilities, it takes full account of Code of Good Governance for English Colleges issued by the Association of Colleges in March 2015, which it formally adopted in September 2015. During the year 2015-16 the Board and its members have continued to work towards compliance with the Code.

The College is an exempt charity within the meaning of Part 3 of the Charities Act 2011. The Governors, who are also Trustees for the purposes of the Charities Act 2011, confirm that they have had due regard for the Charity Commission's guidance on public benefit and that the required statements appear elsewhere in these financial statements.

The Corporation

The members who served on the Corporation during the year and up to the date of signature of this report were as listed in the table below:

Name	Period of Current term of Office (years)	Date of Appointment	Term of Office Expiry Date	Attendance 2015/16
<u>Brian Stephenson</u>				
As Independent Member	4	16 Oct 2015	15 Oct 2019	91%
As Chair of Corporation	3	1 Aug 2016	1 Aug 2019	
As Chair of Resources Committee	-	2 Oct 2007	15 Oct 2019	100%
As Chair of Recovery Committee	-	11 Jan 2016	15 Oct 2019	86%
As Chair of Remuneration Committee	-	1 Aug 2013	15 Oct 2019	100%
	-			

Statement of Corporate Governance and Internal Control (continued)

Name	Period of Current term of Office (years)	Date of Appointment	Term of Office Expiry Date	Attendance 2015/16
As Chair of Search and Governance Committee	-	1 Aug 2013	15 Oct 2019	66%
As Member of Scholarship Committee	-	1 Aug 2013	15 Oct 2019	100%
(1 meeting)				
<u>Steve Ireland</u>				
As Independent Member	4	28 Sept 2014	27 Sept 2018	96%
As Vice Chair of Corporation	2	24 Sept 2015	24 Sept 2017	
As Chair of Curriculum and Quality Standards Committee	-	18 June 2013	27 Sept 2018	66%
As member of the Recovery Committee	-	11 Jan 2016	27 Sept 2018	100%
As Member of Search and Governance Committee		24 Sept 2013	27 Sept 2018	100%
As Member of Remuneration Committee		24 Sept 2013	24 Sept 2017	100%
<u>Dr Mike Lee</u>				
As Independent Member	1	16 Oct 2015	15 Oct 2016	91%
As Member of Curriculum and Quality Standards Committee		18 June 2013	15 Oct 2016	66%
As Member of Remuneration Committee	1	23 Sept 2015	23 Oct 2016	100%
		1 Aug 2010	15 Oct 2016	100%
As Member of Scholarship Committee	1	16 Oct 2015	15 Oct 2016	100%
<u>Rosemarie Andrews</u>				
As Independent Member	4	27 Jan 2016	26 Jan 2020	90%
As Chair of Audit Committee		14 June 2005	26 Jan 2020	100%
As member of Recovery Committee		11 Jan 2016	26 Jan 2020	71%
<u>Mohammed Aslam</u>				
As Independent Member	4	29 Apr 2012	28 April 2016	67%
As Member of Resources Committee		April 2009	28 April 2016	25%
<u>Dr Ann-Marie Coyne</u>				
As Independent Member	4	30 Sept 2016	29 Sept 2020	95%
As Member of Curriculum and Quality Standards Committee		18 June 2013	29 Sept 2020	100%
As Member of Recovery Committee		11 Jan 2014	29 Sept 2020	100%
As Member of Search and Governance Committee	2	24 Sept 2015	29 Sept 2017	100%
<u>Stephanie Bridgeman</u>				
As Independent Member	4	24 Sept 2013	23 Sept 2017	92%
As Member of Audit Committee	-	24 Sept 2013	23 Sept 2017	100%
As Member of Remuneration Committee	2	24 Sept 2016	23 Sept 2018	100%
<u>Lynn Spencer</u>				
As Independent Member	4	10 Dec 2013	9 Dec 2017	70%
As Member of Curriculum and Quality Standards Committee		24 Sept 2015	9 Dec 2017	66%
Pilkington Scholarship Committee		30 Jan 2014	9 Dec 2018	100%
<u>Stephen Cox</u>				
As Independent Member	4	10 Dec 2013	9 Dec 2017	20%
Curriculum and Quality Standards Committee		10 Dec 2013	9 Dec 2017	33%
<u>Zia Shah</u>				
As Independent Member	4	26 Mar 2014	25 Mar 2018	78%
As Member of Resources Committee		13 May 2014	25 Mar 2018	75%
As Member of Recovery Committee		11 Jan 2016	25 Mar 2018	71%
<u>Louise Gaskell</u>				
As Independent Member	4	13 May 2014	12 May 2018	89%

Statement of Corporate Governance and Internal Control (continued)

Name	Period of Current term of Office (years)	Date of Appointment	Term of Office Expiry Date	Attendance 2015/16
As Member of Audit Committee As Member of Recovery Committee		13 May 2014 11 Jan 2016	12 May 2018 12 May 2018	100% 86%
<u>Dr Martyn Walker</u> As Independent Member As Member of Resources Committee	4	14 May 2015 14 May 2015	13 May 2019 13 May 2019	91% 100%
<u>Stephen Hughes</u> As Independent Member As Member of Audit Committee	4	14 May 2015 14 May 2015	13 May 2019 13 May 2019	73% 75%
<u>Alison Cameron Brandwood</u> As Co-opted Member As Member of Curriculum and Quality Standards Committee		31 Mar 2016 31 Mar 2016	31 Dec 2016 31 Dec 2016	100% 100%
<u>Sue Taylor – Principal</u> As Member As Member of Resources Committee As Member of Curriculum and Quality Standards Committee As Member Recovery Committee As Member of Search and Governance Committee Accross Scholarship Committee Pilkington Scholarship Committee		18 June 2013 18 June 2013 18 June 2013 11 Jan 2016 18 June 2013 18 June 2013 18 June 2013 30 Jan 2014	as Principal as Principal as Principal as Principal as Principal as Principal as Principal	100% 100% 100% 100% 100% 100% 100%
<u>Tracy Landon – Staff Member</u> As Staff Member Curriculum and Quality Standards Committee	4	9 July 2013 9 July 2013	8 July 2017 8 July 2017	100% 100%
<u>Shirley Lynch – Staff Member</u> As Staff Member As Member of Resources Committee	4	24 Sept 2015 24 Sept 2015	23 Sept 2019 24 Sept 2019	100% 100%
<u>Kate Nuttall – Student Member HE</u> As Student Member	-	31 Mar 2016	Period as HE Student	100%
<u>Andy Armiger: Clerk to the Corporation</u>				100%

Sue Taylor, was appointed as Principal and Accounting Officer on 1st August 2013, after previously holding the post of Vice Principal (Curriculum) at the College.

It is the Corporation's responsibility to bring independent judgement to bear on issues of strategy, performance, resources and standards of conduct.

The Corporation is provided with regular and timely information on the overall financial performance of the College together with other information such as performance against funding targets, proposed capital expenditure, quality matters and human resource related matters such as health and safety and environmental issues. The Corporation meets at least once each term.

The Corporation conducts its business through a number of committees. Each committee has terms of reference, which have been approved by the Corporation. These committees are the Audit, Search and Governance, Resources, Curriculum and Quality Standards, Remuneration,