

## **CORPORATION**

**DATE:** WEDNESDAY 18 MARCH 2015

**PLACE:** 4<sup>th</sup> FLOOR EXECUTIVE SUITE

**TIME:** 5.00pm.

**PRESENT:** Godfrey Allen (Chair), Sue Rimmer (Principal), Daud Ilyas, Cllr Brenda Fraser, Karen Fullman (Item 6 onwards), Jonathan Hick, Paul Robinson, Lucy Ashman, Michael Helene (Items 6 onwards), Cllr Stuart Thom (to 6.30 pm), Andrew Brown, Kazi Hossain, Russell Pocock, Ross Maloney, Katie Driver (Item 2 onwards).

**IN ATTENDANCE** Chris Wright (Vice Principal Planning & Resources)  
Ralph Moran (Director of Finance Item 7 onwards)  
Jason Pemberton-Billing (Vice Principal Curriculum & Quality Item 7 onwards)  
Bev Giarraputo (Vice Principal Curriculum and Student Services)  
Sarah Horrell (Vice Principal Employer & Community Engagement Item 7 onwards)  
Julian Grindell, (Interim VP Special Projects)  
Katie Driver (Observer & Newly Appointed Governor)  
Natalie Watt (Clerk to the Corporation)

### **1. Apologies for Absence**

- Rhea Augustus-Noel, Cllr. Jim Maddan, Yvette Stanley.
- The Chair informed Members that Russell Pocock had completed his term of office and would be leaving the Corporation. The Chair on behalf of the Corporation thanked Russell for his hard work and contribution during the last three years and wished him every success for the future.

### **2. Declarations of Interest**

- Julian Grindell Interim VP Special Projects and Fusion Consultant. (Item 15iv).
- Daud Ilyas – Item 8 only.

### **8. Item b/f - Constitution, Appointments & Membership of Committees –**

Presented by the Clerk to the Corporation.

Items discussed:

- Members noted and received the update on the constitution at Appendix A and the Committee Membership at Appendix B.

- The Clerk confirmed that subsequent changes to Membership would be agreed via the Search and Governance Committee once decisions had been confirmed at the meeting regarding appointments. Agreed and noted.
  - Mr Ilyas retired from the meeting for this item.
  - Members considered the recommendation of the Committee and noted the exceptional reasons presented, namely the level of experience and contribution.
  - The Chair informed Members that active succession planning was being undertaken and this was discussed in terms of current Membership of the Committee.
  - Members **APPROVED** the **re-appointment of Mr Daud Ilyas** for a further term of office of three years.
  - Mr Ilyas returned to the meeting and the Chair thanked him on behalf of the Corporation for his contribution to date and for his willingness to continue to serve the Corporation.
  - The Chair reminded the Corporation of the Search and Governance Committees previous interview and feedback regarding Ms Driver.
  - The Corporation **APPROVED** the recommendation of the Committee to **appoint Ms Driver** for a three year term of office effective from 1<sup>st</sup> April 2015.
  - Members also **APPROVED** the **appointment of Ms Barbara Morris-Welsh** as an external co-opted Governor on the Audit Committee for a three year term of office.
  - The Clerk informed Members that one of the Student Governors Atiqah Javid had resigned from the position due to study pressures. It was noted that it was unlikely that this vacancy could be filled before the end of term due to pressure on student timetables at exam time. Noted.
  - Ms K Driver was invited to join the meeting from this point onwards.
- Report RECEIVED and recommendations APPROVED.**

Clerk

### 3. Approval of Minutes

#### i) Minutes of the Corporation meeting held on 10<sup>th</sup> December 2014 –

These minutes were **APPROVED** and signed by the Chair of the Corporation.

#### ii) Confidential Minutes of the Corporation meeting held on 10<sup>th</sup> December 2014.

These minutes were **APPROVED** and signed by the Chair of the Corporation.

### 4. Matters arising from the minutes

- **HSE Report** – The Director of Finance confirmed that the format of the Health and Safety Annual report would be updated for 2014/15. Noted.
- **Spring Term Learning Walks** – Noted that dates had been circulated and Governors had attended.
- **Development Event** – The Principal confirmed that the event had been successfully delivered. The Clerk confirmed that the Search and Governance Committee had reviewed feedback and had confirmed that a new venue was needed for the 2015/16 event. Noted.

Director of Finance

Clerk

- **Succession Planning** – The Principal confirmed that this topic was re-visited at each meeting of the Risk Management Group. As discussed by the Remuneration Committee this would be cascaded down to the next level of management for future proofing the organisation.
- **Pro Monitor** – The Vice Principal Planning and Resources confirmed that a demonstration of this had been delivered to the Quality and Performance Committee at its termly meeting.

## PART ONE CONFIDENTIAL

5. **Remuneration Committee** – Presented by the Chair of the Corporation  
Items discussed:
  - Subject to a separate confidential minute.
6. **Confidential - Strategic Delivery Model** – Presented by the VP Planning & Resources.
  - Subject to a separate confidential minute.

## PART TWO

7. **Chairs Action**
  - AoC London Regional Forum chaired and attended
  - AoC Governors Council attended
9. **Principal & Chief Executive's Termly Report** – Presented by the Principal  
Items discussed:
  - Members noted the high profile being achieved by the Catering and Hospitality facility.
  - Members noted the staff achievements at paragraph 3.
  - Members noted the staffing changes and appointments highlighted in the report at paragraph 4 and requested an updated structure chart be circulated for information. Noted
  - The Principal updated Members on the recent assault outside of College premises on a student. Members were advised that the student was now out of hospital and that this matter was under investigation by the Police.
  - Members noted the update on Teaching, Learning and Assessment but also that this was a standing item on the Corporation's agenda.
  - Members commented on the additional focus provided on the creative industries appendix and requested that this spotlight focus be continued. Noted.
  - Members noted the funding overview. Discussion followed on the recent lobbying undertaken by the Principal on behalf of the College.
  - The Principal reported that she had received mixed responses to her attempts to highlight the impact of recent funding cuts.
  - Members requested an update on discussions regarding the Merton Adult Education Contract. The VP Planning and Resources confirmed

Clerk

Principal

that discussions were taking place and that any developments would be reported to the next meeting.

- Members noted that this was an area of increasing funding cuts and acknowledged that any new contract could carry a significant level of risk.
- Members noted that the Merton Best Business Awards had been successfully hosted at the Merton Campus and welcomed the high profile the Campus now had in the local business community.

**Report RECEIVED.**

VP Planning & Resources

**10. Teaching, Learning & Assessment (and Learner Voice Update Agenda Item 14ii)**– Presented by the VP Curriculum & Quality.

Items discussed:

- The Vice Principal drew Members attention to the summary on the covering sheet which detailed the key points of the report.
- Members were provided with a brief overview of the positive aspects of Teaching and Learning and the level of progress in year.
- Members noted the positive outcomes of learning walks in particular.
- Discussion followed on the areas of development including embedding maths and English further and continuing to strengthen attendance.
- Discussion also followed on the use of developmental observations and the need to gather appropriate and robust data to inform judgements and actions.
- The Vice Principal discussed the increased use of data systems and the improvements in analysing data and using management information systems to triangulate evidence of progress throughout the college.
- Members endorsed this approach across all areas of the curriculum.
- Members discussed the use of quick poll and the Principal whilst welcoming the interesting feedback also emphasised that ad hoc verbal feedback although a useful tool should not be confused with formal judgements.
- Members agreed with the points raised and confirmed that quick poll's main use for was an aide to judging student satisfaction.
- Members discussed the challenges they faced in accessing numerical data to provide a systematic and consistent overview of performance.
- Following debate the Vice Principal assured Members that following reports would have a more data based approach and provide statistical analysis to support conclusions.
- Members endorsed and welcomed this proposed format.
- Members discussed the areas of divergence in the curriculum notably business and computing.
- The Principal discussed the use of assessment as a tool and the need for all assessments to be evidence based.
- Members confirmed their preference for numbers rather than percentages to help provide context when judging the size of success with areas of provision. Agreed.

**Report RECEIVED.**

VP Curriculum & Quality

VP Curriculum & Quality

**Item 14iii**

- Members noted the strong Learner voice in the College and welcomed the on-going work being undertaken to ensure this was

being heard.

- Members drew attention to point 13 of the report and noted that students did not always appear to be enjoying maths and English.
- The Principal informed Members that as of next year maths and English would be further embedded in the curriculum to strengthen students understanding, interest and application.
- Members noted that good progress had been made to date in this area. Members noted that attendance had improved.
- The Principal discussed personnel changes across a number of areas and assured the Board that a tighter focus was now in place in key areas.
- Members noted the functional skills performance and attendance update.

**Report RECEIVED.**

**11. Progress against the Strategic Priorities and College Performance Indicators for 2014/15** – Presented by the Vice Principal Planning & Resources.

Items discussed:

- Members noted that the financial CPI's had been reviewed in detail and discussed at the Finance and Resources Committee.
- Members were informed that the Vice Principal Planning and Resources and the Director of Finance were working hard to ensure that the Financial CPI's could all be met by the end of the academic year.
- Members were informed that income generation was a key focus of the remainder of the year.
- Discussion followed on the funding cuts and implications for the College.
- Members discussed the retention of 16-18 at 94%. Members were informed that this information is updated on a monthly basis and reviewed by the Senior Leadership Team.
- Members queried performance against the previous year? Members were informed that retention is currently behind plan which does not match the charts presented due to timing issues.
- Members were informed that 16-18 performance had improved to 83% compared to 72% the previous year.
- Members were informed that the indicators reflected the old methodology and that these would be changed in future to reflect performance measures under the new methodology. Noted.

**Report RECEIVED.**

VP Planning & Resources

**12. Community Engagement Strategy** – Presented by the VP Employer and Community Engagement.

Items discussed:

- Members reviewed the report and noted the increasing duty on Corporations to demonstrate their accountability to the community and stakeholders.
- The Vice Principal confirmed that the College has a significant range of measures currently in place and that the strategy document provided a useful tool for the Board and the Senior Leadership Team in pulling all these strands together.

- Discussion took place on the range of communities that the College serves.
- Members noted the challenges in setting and measuring targets for this area, discussion followed on the range of surveys currently undertaken with students and employers in particular.
- Members queried the use of exit surveys? The Vice Principal confirmed that at present the College does not undertake these.
- Members noted the proposal that community CPI's be included for the following academic year. Members endorsed this proposal.
- The highlights at Appendix 2 were noted. Members discussed the College performance in this area compared with other Colleges in the vicinity.
- Members queried how much is learned and applied to the following year target setting process from missed targets year on year. The Principal informed Members that the CPI setting process considered this but that it was one tool amongst others.
- Members endorsed the continued use of the CPI report.
- The Principal informed Members that a full stakeholders survey was also undertaken every three years and the results of this were reported back to the Board and that the Board would be informed when the next one was due.
- Members asked whether this also captured any alumni activity?
- The Principal confirmed that this aspect/query would be included in the next stakeholders survey undertaken. Noted.

VP Employer & Community Engagement

Principal

VP Employer & Community Engagement

**Report RECEIVED.**

**13. Safeguarding Children and Vulnerable Adults** – Presented by the VP Curriculum and Learner Services.

Items discussed:

- Members noted the contents of the report and the changes proposed to the Policy.
- The Safeguarding and Vulnerable Adults Policy was **APPROVED**.
- The Clerk informed Members that safeguarding online training had been re-launched with remote access for Members. Noted.
- Members were also reminded that they had undertaken Prevent Training at the Governors Development Event.
- It was agreed that any Governors not present for this would be provided with an opportunity to attend an additional session.
- It was agreed that the Clerk would set this up for the Summer Term. Noted.
- Members noted one change required – the reference to the fact that the Bill has since become an Act and is now enforceable. Noted.
- The VP Curriculum and Learner Services confirm that this would be changed.

Clerk

VP Curriculum & Learner Services

**Report RECEIVED and Policy APPROVED.**

**14. Quality & Performance Committee**  
**i)Curriculum Planning for 2015/16** – Presented by the Vice Principal Planning & Resources

Items discussed:

- Members were informed that this report had been presented to both the Finance and Resources Committee and the Quality and

Performance Committee for detailed scrutiny.

- Members confirmed that the minutes of both these committees and associated discussions had been received.
- Members were informed that the planning parameters used in the report for the mix of provision had been undertaken prior to the Adult Skills Budget cut and the report will therefore change further in the coming weeks.
- Members were informed that an update report would be provided to the two committees in the Summer Term. Noted.

**Report RECEIVED.**

**ii)Learner Voice 2014/15** – Presented by the VP Curriculum & Quality

Items discussed:

Previously discussed under item 10. Noted.

## 15. **Finance & Resources Committee**

**Recommended for approval and information**

**i)Management Accounts 2014/15** – Presented by the Director of Finance.

Items discussed:

- Members noted the predicted deficit at this time of £470K.
- The Director of Finance assured Members that the College was undertaking all necessary measures to reduce expenditure and protect income streams in year. Noted.
- Members were referred to the detailed minutes and discussion that took place at the Finance & Resources Committee at its meeting on the 11<sup>th</sup> March 2015. Noted.

**Management Accounts RECEIVED.**

**ii)Construction of the Budget 2015/16 – CONFIDENTIAL**

Subject to a confidential minute.

**iii)STC Fees Policy** – Presented by the Director of Finance.

Items discussed:

- Members noted the changes highlighted.

**STC Fees Policy APPROVED.**

**iv)Capital projects & Estates Matters** – Presented by the Interim Director Special Projects.

Items discussed:

- Members received a verbal update on the strategy for the Capital Projects.
- Members noted the progress being made at Wandsworth and the update on works.
- Members discussed the proposed delegation sought. Following this it was agreed to delegate authority to the Principal as requested within the envelope of £1m.
- The Director of Finance confirmed that this was in line with the Colleges Financial Regulations.
- Members stated that any additional expenditure/costs incurred in excess of this delegation were to be notified to the Finance and Resources Committee and a written resolution from the Corporation would be sought as necessary. Noted.
- Members discussed the time lines involved. Members were informed

VP Planning &  
Resources

that the number of bids for the Wandsworth works would be received by the end of May with a view to contractors being on site by June. Noted.

- Members noted the update on the Tower Block and the VP Special Projects informed Members that planning approval was hoped for shortly. Noted.

**Report RECEIVED and recommendations and delegation APPROVED.**

**16. Audit Committee**

**Risk Management** – Presented by the Director of Finance

Items discussed:

- The Chair of the Committee and the Director of Finance confirmed that the risks identified and highlighted at the Committees had been discussed and noted at the Audit Committee.

**Report RECEIVED.**

**17. Minutes of Meetings**

**i) Search & Governance Committee 11/02/15 – RECEIVED.**

**ii) Audit Committee 25/02/15 – RECEIVED**

**iii) Quality & Performance Committee 02/03/15 – RECEIVED**

**iv) Finance & Resources Committee 11/03/15 – RECEIVED**

**v) Remuneration Committee 11/03/15 – CONFIDENTIAL - RECEIVED**

**vi) Health and Safety Committee – RECEIVED**

**18. Any Other Business**

- **Update on International Visit** – The Principal confirmed that the proposed visit to Turkey did not take place as it was not considered a viable option at this time. **Noted.**
- **English Foundation Code of Governance for information** – The Clerk confirmed that the consultation response had been discussed with the Chair and the Principal and submitted.
- Members noted that the Corporation had signed up to the Foundation Code and that the Chair of the Corporation had been heavily involved in consultation discussions with the AoC.
- The Clerk confirmed that when a final version had been agreed it would be presented to the Corporation with the appropriate recommendation. **Noted.**

Clerk

**19. Date of the Next Corporation Meeting**

Wednesday 1<sup>st</sup> July 2015 at 5pm at the Wandsworth Campus.

**Signed By:** \_\_\_\_\_

**Date:** \_\_\_\_\_