

Doc No Corp 12/16-1

Agenda item 3

## CORPORATION

**DATE:** TUESDAY 5 OCTOBER 2016

**PLACE:** H002 MERTON CAMPUS

**TIME:** 5.00pm.

**PRESENT:** Godfrey Allen (Chair), Sue Rimmer (Principal), Daud Ilyas, Cllr Brenda Fraser, Lucy Ashman, Katie Driver, Kazi Hossain, Yvette Stanley, Jonathan Hick, Cllr Stuart Thom.

**IN ATTENDANCE** Chris Wright (Deputy CEO)  
Jason Pemberton-Billing (VP Curriculum Wandsworth)  
Bev Giarraputo (VP Curriculum Merton)  
Sarah Horrell (Executive Director of Marketing & Sales)

Natalie Watt (Clerk to the Corporation)

1. **Apologies for Absence**  
Andrew Brown
2. **Declarations of Interest**  
None
3. **i) Confidential Minutes of the meeting held on the 6 July 2016** – The minutes were received and approved as a true and fair reflection of the meeting and they were signed by the Chair of the Corporation.  
**ii) Minutes of the meeting held on 6 July 2016** - The minutes of the meeting were received and approved as a true and fair reflection of the meeting and were signed by the Chair of the Corporation.
4. **Matters arising from the minutes**
  - **Analysis of VT Hours** – Carried forward to next F&R
  - **Business Unit Performance Report** – Carried forward to next F&R
  - **Risk Assurance Mapping Exercise** - Carried forward to come to F&R and Audit Committees as appropriate.
  - **Utilisation Report** – To come the next F&R termly meeting
  - **Student Governor Appointments** – Work in Progress
  - **Student Union** – Report to Quality & Performance Committee
  - **One to one meetings with the Chair** – Completed

- **E Governance** – Launched for pilot this term.
- **OFSTED Complaint outcome** – On agenda at Item 8.
- **Competition congratulations** – Fed back to Staff and Students by Principal.
- **Merton Adult Contract** – Signed by the Principal on behalf of the Corporation. The Deputy CEO confirmed this was compliant with the Financial Regulations.
- **Principals Report** – The Principal informed Members that she would no longer produce a report and that all matters would be picked up in SPH reports.
- **Dashboard** – Members informed this was in place for staff and a tailored overview as being developed for Governors. Update to next meeting.
- **Self-Assessment Process** – On agenda.
- **CPI Review** – On agenda.
- **Agendas and Report linked back to delivery of the strategic plan** – To be undertaken during the Autumn Term.
- **Merton Business School** – Principal taking forward discussions.

#### 5. **Chairs Action/External Meetings**

The Chair attended the following meetings on behalf of the Corporation:

- Strategic Area Review Meetings
- Meeting with Chairs of other Colleges
- AoC Governors Council Meeting

#### 6. **Governance Update** – Oral update presented by the Clerk to the Corporation

Items discussed:

The Clerk informed Members of the following:

- **Recruitment of Governors** – two prospective Governors to come for interview. Two specific leads being pursued. Work undertaken over the summer. Vacancies registered with national College Governors recruitment section.
- **E Governance** – Login and passwords established. Trial this term for Committees with double dispatches of use of Microsoft 365 and hard copies. Noted that all Chairs would be sent hard copy dispatches as standard. Clerk flagged up the additional work needed and it was noted that considerable time resources would be devoted to establishing this during the term.
- **Staff Governor** – Nominations have been sought and update provided to Search and Governance at its next meeting. Noted.

**Update RECEIVED**

#### 7. **Governor Attendance 2015/16 & Objectives 2016/17** – Presented by the Clerk to the Corporation.

**Items discussed:**

- The attendance report was discussed. The Chair noted the extra duties often undertaken and a significant amount of networking conducted outside of meetings by Members in relation to the local and business community.

- Members also noted the additional work undertaken by the Joint Steering Group during the course of the year.
- Members were also advised about the additional number of meetings attended by the Chair as part of the Strategic Area Review Process.
- The Clerk confirmed that dates for Governors diaries had been requested.
- It was agreed that dates would be circulated ASAP for Governors to conduct termly student survey visits in the spring and summer terms.
- Following discussion Members agreed that Committee attendance targets should be set at 100%.

SLT

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**Report RECEIVED and Attendance Objectives APPROVED for 2016/17.**

**8. Post Inspection Action Plan** – Presented by the VP Curriculum Wandsworth (& College Nominee)

Items discussed:

- The Principal summarised the appeal complaint and appeal process instigated by the College and confirmed that a final update was expected shortly which would be circulated as per protocol.
- Members reviewed the Post Inspection Action Plan (PIAP).
- The VP Curriculum confirmed that the Quality Improvement Plan (QIP) for 2016/17 would be largely based on the Post Inspection Action Plan.
- Discussion followed on the structural changes to the quality team and the support that had been resourced to help the College through the coming process.
- Members agreed that the key focus needed to be on formative and summative assessment.
- Members challenged the Senior Leadership Team over the result of the OFSTED visit to confirm whether or not the outcome was a shock.
- The VP Curriculum confirmed to the Board that in light of the challenges facing the College the previous year that the outcome was not unexpected.
- The VP acknowledged that the Senior Team were aware that there were inconsistencies in delivery and discussion followed on the challenges that arose in year, in particular, in relation to staffing.
- Members expressed concern about recruitment and retention of staff and noted that the merger discussions were also likely to have an unsettling effect on staff morale.
- Members asked for assurance that best practice from other Colleges was also being utilised.
- The VP Curriculum confirmed that cross College visits were taking place and that STC was already disseminating best practice from elsewhere. Members requested more detail on what best practice looked like and how it was disseminated.
- The VP Curriculum agreed to include some examples and evidence in the next report on Teaching, Learning and Assessment.
- Members queried whether study buddies had been introduced as one of the initiatives to encourage student attendance.

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- Discussions followed on the different challenges facing students and provision across the board.
- Members agreed that the actions taken needed to be fit for purpose and that they needed to be assessed for impact without adding to any administrative burdens.
- Members endorsed the introduction of contextualised solutions and the mantra for staff that needed to be adopted as a 1, 2, 3 approach of assessment, differentiation and maths.
- Detailed discussion on retention challenges followed and the need for up-skilling teaching staff and developing skill sets further.
- Members noted that attendance and punctuality were a key theme of the PIAP.
- Members queried what was being done differently for 2016/17. They were advised that tannoy announcements were being made at Wandsworth and that the SLT were looking at different incentive options e.g. paying a contribution to the construction industry card to enable working on construction sites for students who attended and were punctual.
- Discussion followed on these specific schools and similar characteristics they may share.
- Discussion followed on the challenges of collecting destination data. The Principal confirmed to Members that the information was of use to us not the students. Discussion followed on summative assessments.
- Members queried how many students undertook work experience and were assured that this had been addressed within programme areas.
- Members commented that the points identified in numbers 7 & 8 were actions rather than success measures and it was agreed that the VP Curriculum would re consider these and amend if appropriate.
- Members queried why robust management and monitoring was highlighted, if this is already being undertaken why is it highlighted as a new action?
- Members requested that the PIAP identify what action is being taken that is either different or in addition to that which was taken before rather than a repetition of what is happening or should have been already. Noted.
- Members were informed that monthly campus review meetings were now taking place and senior managers were required to handle more data and key indicators. Members were also informed that better use of live systems was needed and that this was being addressed within management structures.
- Members asked for next steps to be clarified?
- The VP Curriculum informed Members that the PIAP would come back to every meeting RAG rated with comments and updates on progress (subject to the comments above and any subsequent amendments)
- Members discussed whether there were any contractual restrictions that could be applied to retain staff. Discussion followed on the

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current retention actions taken including CPD and relocation packages etc.

- The VP Curriculum Wandsworth agreed to update the Quality and Performance Committee on the use of external experts and case studies that were being employed to support the delivery of the PIAP as part of the reporting on delivery.
- The Chair emphasised the need for the College to be positive in our response to Inspection and that staff at all levels needed to own their performance.
- The voice of the students was considered key and the Senior Team needed to ensure that testing and soundings of the student voice continued to be taken and responded to.

**Post Inspection Action Plan RECEIVED.**

**9. Self-Assessment Process for 2015/16** – Presented by the VP Curriculum Wandsworth.

Items discussed:

- Members asked what the College should be doing differently given the Inspection outcome.
- Discussion followed on the SAR process for the previous year and the difficulty of only having benchmark data that was a year behind actuals.
- Members agreed that the process, reporting and monitoring needed to be more effective and streamlined.
- Discussion followed on the challenges of constantly changing priorities externally and the challenge of ensuring that teaching staff were aware of what was required of them.
- It was noted that the Chair of the Corporation and Chair of Quality and Performance would take part in the validation meeting of the overall SAR.
- The Clerk requested dates be confirmed ASAP.

Report **RECEIVED.**

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**10. Apprenticeships – CONFIDENTIAL** - Presented by the Executive Director of Marketing & Sales.

**This item was subject to a separate CONFIDENTIAL minute**

**11. College Performance Indicators (CPI's)** – Presented by the Deputy CEO.

Items discussed:

- The Deputy CEO informed Members that a process would be undertaken this term to identify underlying measures that were needed to ensure that the top level CPI's were supported by useful and appropriate data.
- Discussion followed on what this data might look like and how specific it would be.
- Members expressed the view that the CPI's in their current format were not working and did not provide measurable targets that were useful for Governors.
- Discussion followed on what the regulators needed and what

Governors needed and the challenges of meshing the two into one set of CPI's.

- The Principal stated that a set of CPI's needed to be approved to take forward to underpin appraisals and target setting and provide a framework for the coming year for monitoring and reporting at a strategic level. This was agreed.
- Members queried how the underpinning data could be reviewed and the Deputy CEO proposed that an agenda item on CPI's would go to each Committee to discuss the underlying data needed to provide Governors with greater assurance about progress towards delivery of the targets.
- Members requested that staff utilisation be added to the CPI's proposed. Agreed. It was also agreed that the CPI's under priority 4 would be given further consideration in terms of underpinning and supporting data.
- Members asked for confirmation that the data dashboard had been implemented and were advised that it was available to staff Members again requested access to either the College dashboard or a Governors dashboard to enable them to monitoring activity and the CPI's in live time.
- The Deputy CEO assured Members that this was deliverable and that the dashboard would be customised for them asap.

Deputy CEO

Deputy CEO

Deputy CEO

**CPI's APPROVED subject to the inclusion of the staff utilisation measure.**

**12. Update and Feedback on the Strategic Area Review Steering Group 4 and emerging options – CONFIDENTIAL.**

**This item was subject to a separate CONFIDENTIAL minute.**

**13. Minutes of Meetings**

I) Partnership Development Group (JSG) Confidential Minute. Meeting held on 27<sup>th</sup> September 2016. - **RECEIVED**

**14. Any Other Business**

None

**15. Key Dates & Date of the Next Corporation Meeting**

- Corporation Meeting 14 December at 5pm at Wandsworth Campus
- Governors Development Event 9<sup>th</sup> & 10<sup>th</sup> February 2017 at Burford Bridge

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

**Date:**