

Minutes Corporation Meeting

(All resolutions passed were the unanimous decision of the Governors present unless otherwise stated)

Meeting Title	Corporation			
Date	12 December 2017			
Members	Mr G. Allen - Chair Mr D. Anderson Mr M. Bristow Dr. J Brumwell Mr T. Byrne-Price Mr D Cheema Ms K. Driver	Cllr B. Fraser Ms S. Gordon Mr J. Hick Ms J. Murphy Mr P. Mayhew-Smith - Group Principal / CEO Mr N. Ratnavel Mr G Willett		
In Attendance	Mr C. Wright - Deputy CEO Mr J. Pemberton-Billing - Deputy Principal / Head of South Thames College Ms S. Horrell - Vice-Principal, Business and Student Services Mr M. Tweedale - Vice-Principal / Head of Kingston College Ms S. McManus - Acting Head of Carshalton College Ms H. Meredith - Head of Governance			
Key Meeting Outcomes				
1.	WELCOME , APOLOGIES AND DECLARATION OF INTEREST			
1.1	Apologies were received from Mr Azah, Mr Foulston, Mr Gilbert, Mr Hossain, Ms Stanley, Cllr Thom and Dr Wilks and from Mr Greenaway, Deputy CEO. Mr Willett sent apologies in anticipation of arriving late. The Head of Governance confirmed that the meeting was quorate.			
1.2	Governors confirmed that they did not have any new pecuniary or other interest in any item on the agenda other than interests which have previously been declared that: Mr Cheema holds an unpaid directorship of KCTC Ltd and Mr Anderson, Dr Brumwell, Mr Cheema and Mr Mayhew-Smith hold unpaid directorships of KSEP Ltd. Mr Byrne-Price is a Director of St Edward Homes (part of The Berkeley Group).			
2.	MINUTES OF MEETING OF 7 NOVEMBER 2017 AND MATTERS ARISING			
2.1	<u>Accuracy.</u> The minutes were accepted as an accurate record and signed by the chairman.			
2.2	<u>Matters arising</u> Governors reviewed and noted the Action Log of matters arising as below.			
	Review of Link Governor Scheme to form part of Local Engagement Strategy	Group Principal	Dec 2017	See Item 3.2
	Group Principal / CEO to lead the consultation on student voice with the SU and a local Engagement Strategy to be brought to the December Corporation meeting;	Group Principal	Dec 2017	See Item 3.2
	To set up an election for one student governor	HoG	Dec2017	See Item 9.2
	Revised Standing Orders and Articles and Instrument of Government as agreed.	HoG	Oct 2017	Completed-in meeting papers
	Those governors still to complete the DBS Check process including producing original ID documentation, were reminded to complete this as soon as possible.	Remaining governors	Dec 2017	On-going
	All governors who have not recently completed the on-line safeguarding and Prevent training courses will be given the link to access those courses	HoG	31/10/17	On-going
	The Health and Safety Nominated Governor vacancy was referred to the next HSS Committee for recommendation.	HoG	March 2018	-----

<p>3.</p> <p>3.1</p>	<p>MERGER IMPLEMENTATION UPDATE</p> <p>Name change The Group Principal / CEO confirmed that official confirmation of the DfE approval of the change of name to South Thames Colleges Group was still awaited before being able to carry the change forward officially. The DfE had confirmed that Ministerial approval had been agreed by 3rd November 2017 and the Group Principal / CEO confirmed that he will be raising a complaint about the delay with the DfE.</p>
<p>3.2</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p> <p>3.2.4</p> <p>3.2.5</p>	<p>Local Engagement Strategy The proposed Local Engagement Strategy was presented by the Group Principal / CEO who commended Sarah Horrell, Vice Principal Business and Student Services for the main work in the production of this. The strategy recognises that pro-active engagement with the Group's communities is essential in order to raise awareness and build alliances. The Strategy provides the following:</p> <ul style="list-style-type: none"> • a definition of the College Group's communities • a summary of the Group's aims and current position • the strategies for implementation and how the Group's contribution is measured <p>Governors noted the following:</p> <ol style="list-style-type: none"> a. College leads are responsible for driving forward local engagement. b. Relationships are managed by senior and middle management across the Group. c. There will be two link Governors attached to each College with a role that includes the development of an in depth understanding of performance and student experience. d. Ongoing dialogue is maintained through different methods which are varied as appropriate to suit the different communities they are designed to reach. e. The Strategy builds on current good practice across the Group to support the Group's position as a leading contributor to the local community. <p>Governors asked how the College proposes measuring the success of the strategy and formulating success criteria. The Vice Principal Business and Student Services pointed to Section 6 of the Strategy which set out a number of proposed ways of measuring the Group's contribution to the local community.</p> <p style="text-align: center;"><i>Mr Willett joined the meeting at 7:12pm</i></p> <p>Governors commended this piece of work and asked that in future further work should address how the group will prioritise resources for working with individual partners in the list of approximately 2000 contacts across the group.</p> <p>It was resolved to approve the Local Engagement Strategy.</p>
<p>3.3</p> <p>3.3.1</p> <p>3.3.2</p>	<p>Institutional Review Implementation Plan The Group Principal / CEO reported that the deadline for response to the consultation had been extended until the end of this week due to the high level of feedback received. The implementation plan will therefore be presented to the January 2018 Finance Planning and Resources Committee meeting.</p> <p>The Group Principal / CEO confirmed that to a considerable extent the IR will follow the original plans. There has been a further review suggested by governors about the need to have two Deputy CEOs but there is a strong sense that both posts are needed at least in the medium term. The Implementation Plan will include some compromises but also a good mix of continuity and change and a good operational structure to go forwards.</p>

<p>4.</p> <p>4.1.1</p> <p>4.1.2</p> <p>4.1.3</p> <p>4.1.4</p> <p>4.1.5</p> <p>4.1.6</p> <p>4.1.7</p>	<p>TEACHING LEARNING AND ASSESSMENT</p> <p>REPORT FROM QUALITY, LEARNING AND STANDARDS COMMITTEE <i>Appdx A</i></p> <p>Mr Willett moved the adoption of the minutes of the Quality, Learning and Standards Committee meeting of 28 November 2017.</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record.</p> <p>The meeting had taken place this year before the validation of the Self Assessment Report. However members of the Committee subsequently attended the separate CSAR validation meeting and agreed that next year the CSAR validation should take place before the QLS meeting.</p> <p>The committee had discussed quality methodology and how to apply review and monitoring of standards across four colleges. To help with this it was agreed that the Group Internal process of issuing internal Notices to Improve should become a standing item on future Agendas for the committee to help to focus scrutiny and support on these areas. The committee commended the honesty and frankness of reports received along with an extremely comprehensive data set which was reviewed in detail at the CSAR validation.</p> <p>Other key areas reviewed at the meeting included :</p> <ul style="list-style-type: none"> • HE Quality Update and HEFCE Assurance Statements HE noting that Kingston College’s Silver TEF Award which was awarded for three years, has been reduced to one (expiry June 2018) as a result of the changed characteristics of the College following merger. The full report is included at Item 4.3 below • Summary Achievement data: the overall achievement rate for the group for 2016-17 at 83.5% is above the national average of 82.8% (for 2015-16). • Self –Assessment Reports for 2016-7 for each College and Quality Improvement Plans for 2017-8 • English and Maths Provision- Group Review • Quality Monitoring And Performance (QMAP) Matrix • Internal Quality Assurance Reviews (IQAR) A report with information about this mock inspection process formerly used at Carshalton and Kingston Colleges and being adopted across the group in early 2018 • Link Governors- the proposal in the Local Engagement Strategy is for 2 governors to be linked to each college subsequently. <p>It was resolved to approve the recommendations made in the minutes including :</p> <ul style="list-style-type: none"> • To approve the revised Committee Terms of Reference and Planned Business ; • To authorise the Principal to sign the HEFCE Assurance Statement on behalf of the Corporation; • To approve the College Self Assessment Reports for 2016-17 and the Quality Improvement Plan 2017-18 • To approve the Quality Monitoring and Performance Matrix (QMAP) <p>It was resolved to adopt the minutes.</p>
<p>4.2</p> <p>4.2.1</p> <p>4.2.2</p>	<p>COLLEGE SELF ASSESSMENT REPORTS <i>Appdx C2 1</i></p> <p>CARSHALTON COLLEGE</p> <p>The Deputy CEO presented the four separate college SARs along with a covering report including a table setting out the validated grades for each College for 2016-17 and the four College Quality Improvement Plans. Governors noted the challenge in terms of achieving consistency of quality across the group.</p> <p>Governors who attended the SAR validation event confirmed that there had been honesty and frankness allowing open and honest discussion and debate resulting in a</p>

<p>4.2.3</p> <p>4.2.4</p> <p>4.2.5</p> <p>4.2.6</p>	<p>set of accurate validation grades. Governors who attended confirmed that they were satisfied that the validation process was robust and had been appropriately conducted.</p> <p>Governors expressed their disappointment with the grades for Carshalton College and asked why these were lower than those at the Ofsted inspection during summer 2017. The Group Principal / CEO confirmed that the outcomes were worse than forecast at the time of the inspection and that this level of failure cannot continue. The grades for Carshalton were downgraded by the validation panel and the outcome of the validation will be relayed to staff at Carshalton at the same time as reporting to them on changes to the College leadership in the New Year. The Acting Head of Carshalton College confirmed that the staff at Carshalton College are under no illusion as to the amount of work to be done to improve standards and are working flat out at the moment with the current data showing a 20% improvement in attendance this year. The Group Principal / CEO confirmed that a rigorous curriculum review of provision at Carshalton and Merton will start in January 2018 with its focus on improving student outcomes.</p> <p>Governors discussed again whether the College should provide two full Principals- one at Carshalton and one at Merton as these are the most challenging campuses. The Group Principal / CEO confirmed that this has been the position at Carshalton and the College still failed to improve. Merton and Carshalton combined are about the same size combined as at Kingston and South Thames Colleges so there is every reason to believe that improvement can be delivered on that size and scale. The plan is for extra investment to be put lower down in the leadership structure with a focus on the leadership of English and Maths.</p> <p>Governors discussed staff morale at Carshalton. However governors agreed that staff must understand that students at Carshalton have been underachieving. Governors agreed that the best way to boost morale is for staff to see their work resulting in improving student achievement. As an example the current improvement in attendance to 90% is motivating staff.</p> <p>It was resolved to approve the College Self-Assessment Reports and Quality Improvement Plans (QIPs) for Carshalton College, Kingston College, Merton College and South Thames College.</p>
<p>4.3</p> <p>4.3.1</p> <p>4.3.2</p>	<p>REPORT ON QUALITY OF HE PROVISION <i>Appdx D</i></p> <p>Governors received and reviewed a detailed report on the academic standards and learner experience for Higher Education students at Kingston College which had been reviewed in detail by the Education and Standards Committee. Governors noted that the Kingston College silver TEF grade is very likely to change negatively following the merger from silver to bronze.</p> <p>It was resolved to authorise the Principal to sign the Governor Declaration (attached to the report) forming part of the Annual Accountability Return to be submitted to HEFCE confirming that the methodologies used as a basis to improve the student academic experience and student outcomes are, to the best of governors' knowledge, robust and appropriate.</p>
<p>5</p> <p>5.1</p> <p>5.1.1</p> <p>5.1.2</p>	<p>REPORTS FROM CORPORATION COMMITTEES</p> <p>AUDIT COMMITTEE <i>Appdx D</i></p> <p>Mr Ratnavel moved the adoption of the minutes of the meeting of the Audit Committee of 30 November 2017.</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record. The following reports were discussed by the Committee and also copied to the Corporation with recommendations for approval.</p> <p>It was resolved to:</p> <ol style="list-style-type: none"> 1. Approve the Annual Internal Audit Reports for Carshalton and Kingston Colleges

	<p>and for South Thames College; Appdx D 5 and 6</p> <ol style="list-style-type: none"> 2. Approve the Post-Audit Management Report on the year-end accounts 31 July 2017 and the Letters of Representation for Carshalton College, Kingston College and South Thames College; Appdx D 7 and 8 3. Note that the Committee approved the Risk Register but had asked for further work to be undertaken to produce a Board Assurance Framework; 4. Note the Annual Reports to the Corporation from the Audit Committees of Carshalton College, Kingston College and South Thames College and the opinions given in these and that there were no new matters that the Committees wanted to bring to the Corporation's attention. The Report confirmed the Committee's Opinion that the College's risk management , control and governance systems and internal processes for securing economy, efficiency and effectiveness are adequate and effective and that the Corporation should have confidence in relying on them and to authorise the Chair of the Audit Committee to sign and date the annual reports on behalf of the Audit Committee; It was noted that the South Thames Committee Report made reference to the Pension Deficit and that the Audit Committee opinions of Carshalton and South Thames Audit Committees had been given before the Audit of the Financial Statements had been carried out (before the dissolution of those Corporations on 31 July 2017) and that as the Post Audit Management Reports had not been available to these committees that extra scrutiny of these reports had been carried out by the currently composed Audit Committee Appdx D 2, 3 and 4 5. Note that Carshalton College, Kingston College and South Thames College were all given an unqualified Audit Opinion and an unqualified Regularity Audit Opinion 6. Approve the Financial Statements for Carshalton College, Kingston College and South Thames College for the year ended 31 July 2017; Appdx D 9, 10 and 11 7. Confirm that the Corporation Chair and Group Principal / CEO are authorised by the Corporation to sign the financial statements Letters of Representation to the auditors for Carshalton College, Kingston College and South Thames College. Appdx D 12 -14 8. Note that the Committee approved the College's revised post-merger Risk Register – Governors asked the Group Principal / CEO to present each of the three red risks to the Corporation Appdx D 15 9. Approve the reviewed group wide Whistleblowing Policy Appdx D 16 <p>Governors noted that the Committee had also reviewed:</p> <ul style="list-style-type: none"> • the College Fraud Register • the appointment of Buzzacott as External Audit Service for 2017-18 <p>It was resolved to adopt the minutes.</p>
<p>6.1</p> <p>6.1.1</p> <p>6.1.2</p>	<p>FINANCE PLANNING AND RESOURCES COMMITTEE Appdx E</p> <p>Mr Hick moved the adoption of the minutes of the Finance, Planning and Resources Committee meeting of 21 November 2017.</p> <p><u>Accuracy of Minutes</u> The Minutes were accepted as an accurate record.</p> <p>The meeting had received updates on the following</p> <ul style="list-style-type: none"> • Re-financing update • Update on Transfer of Staff to LPFA Pension Fund • July 2017 Management Accounts for the three colleges pre-merger and there had been a discussion about the background to the deficits which had been running at South Thames College in recent years • Report & Financial Statements for the three colleges for y/e 31.7.17 • Report and Financial Statements of KCTC Ltd for the y/e 31.7.17 • Report and Financial Statements of KSEP Ltd for the y/e 31.7.17 • August / September Management Accounts for the Group

6.1.3	<ul style="list-style-type: none"> • ESFA Financial Health Letter and Financial Dashboard- assessment of the Financial Health of the college as Outstanding for Kingston College for 2016-17 and Good for 2017-8 for the Group. • Capital and Accommodation updates – this is included in the Confidential Minutes of the Committee due to the commercial sensitivity of these reports. <p>It was resolved to approve:</p> <ul style="list-style-type: none"> • the Committee Terms of Reference • The updated Accommodation Report– which was taken under Confidential Business; • The Regularity Audit Self Assessments for each College and authorise the Group Principal / CEO and Chair of the Corporation to sign the forms.
6.2 6.2.1	<p>KSEP Ltd</p> <p>It was resolved to note:</p> <ul style="list-style-type: none"> • The Report and Financial Statements of KSEP Ltd for the year ended 31 July 2017 and that the intention of the Directors is that KSEP Ltd will be wound up in due course.
6.3 6.3.1 6.3.2 6.3.3 6.3.4	<p>September 2017 Management Accounts</p> <p>Mr Hick reported on the review of the September 2017 Management accounts which is recorded in detail in the minutes of the Finance, Planning and Resources Committee of 21 November 2017. Governors noted that the September management accounts showed that the college was behind budget mostly driven by revenue.</p> <p>The Group Principal / CEO reported that the October 2017 management accounts produced earlier in the day showing a further serious deterioration of the group’s position by another £1.5m. The main area of failure has been around the Adult Education Budget in response to which the College is now looking to franchise out £2m of AEB work. The College is also reviewing the delivery of Apprenticeship provision. Failure to improve the income position will result in the need for further serious and deep budget cuts in January 2018 including in-year staffing cuts in order to keep the College in compliance with the bank’s loan covenants. An alternative option is to pay off some of the borrowing from cash reserves which had been earmarked for investment decisions at Kingston College. The Finance Planning and Resources Committee are monitoring the position very closely and will be fixing additional monitoring meetings in January and April 2018 in addition to the previously scheduled committee meetings.</p> <p>It was resolved to note the management accounts to September 2017.</p> <p>It was resolved to adopt the minutes.</p>
7. 7.1	<p>PRINCIPAL’S REPORTS <i>Appdx F</i></p> <p>Governors received and reviewed an update paper from the Principal highlighting recent developments across the four campuses including student successes and achievements. The report highlighted a huge number of experiences being delivered to students around the group. The Heads of College also highlighted key developments at each of the campuses including the work driving forwards improved attendance at Merton, sharing of best practice across the group including on the teaching of English and Maths, the wide range of student experiences at Carshalton, and the focus on improving value added at Kingston to help improve student outcomes to Outstanding.</p>

<p>7.2 7.2.1</p>	<p>North Kingston Free School Update Appdx F 2</p> <p>The Group Principal/ CEO updated Governors on developments arising from the College's involvement in the establishment of the Kingston Academy (a Free School) in North Kingston which opened in September 2015. The report set out the background to the College's sponsorship of the Academy as part of Kingston Education Trust (KET), a consortium set up by Education Kingston (for the Royal Borough of Kingston and its schools), Kingston University and the College. The purpose of the Trust has been to meet demand for new secondary school places in Kingston by establishing a new secondary school. The process has attracted significant public and political attention and places the College at the centre of a number local tensions and opportunities. Notwithstanding challenges, mainly about the buildings, the school's leadership team is driving the school forward and it is now functioning very effectively. It is also securing a strong profile in the local community and growing popularity being oversubscribed for first choice places for next year. It is due for inspection very soon.</p> <p>7.2.2 Governors asked what resources the College provides for the Free School and what the benefits are for the College and whether the College can afford the continuing commitment of resources necessary to support the Free School, given the challenges facing the College. Mr Willett (also a member of the Trust) and the Group Principal / CEO reported that the only commitment is of the Group Principal's time, not money. The College's co-sponsorship has helped to raise Kingston College's reputation and standing in Kingston as it has undertaken this role as part of a civic responsibility. It also fulfils a requirement of HEFCE that HEFCE funded institutions sponsor a school. The oldest students at the Academy are aged 14 but they may come to study a vocational course at the College. The Group Principal agreed that in the next couple of years there will need to be some succession planning. The Group Principal offered to arrange a visit for any governors interested.</p> <p>7.2.3 It was resolved: to note the report and support the College in taking the school plans through to implementation.</p>
<p>7.3 7.3.1</p>	<p>Creative Kingston Appdx F 3</p> <p>The Group Principal / CEO reported on a proposal under which the College has been asked to be a partner to the establishment of a Community Interest Company to support the development of the local infrastructure for Creative Industries in Kingston.</p> <p>7.3.2 The Group Principal / CEO further reported that the Borough has put in a bid to become the London Borough of Culture in 2019/20. Cllr Fraser reported that Merton Council is also bidding for the same award. However as Merton College has no direct involvement in the bid it was agreed that wherever the opportunity arises for our colleges to be involved in similar local community action the Corporation will support this.</p> <p>7.3.3 It was resolved to note the report and support the College in becoming a partner in the CIC noting that the Group Principal / CEO intends to hand this responsibility over to another member of college staff.</p>
<p>8. 8.1</p>	<p>KCTC Ltd Appdx G</p> <p>The minutes of the Directors' meeting of 21 November 2017 was presented by Mr Cheema who reported that KCTC exists for Corporation tax purposes for the hire of certain assets including equipment hire. The Company gave the surplus to the College during the year using Gift Aid.</p> <p>8.2 DRAFT FINANCIAL STATEMENTS YEAR ENDED 31 JULY 2017 Appdx. G1</p> <p>The draft Report and Financial Statements of KCTC Ltd for the year ended 31 July 2017, were presented by the Mr Cheema.</p> <p>8.3 It was resolved to note the Financial Statements and Report of KCTC Ltd for year ended 31 July 2017.</p>

<p>9.</p> <p>9.1.1</p> <p>9.1.2</p>	<p>GOVERNANCE</p> <p>GOVERNING BODY COMMITTEE TERMS OF REFERENCE <i>Appdx H1</i></p> <p>Governors received a paper from the Head of Governance.</p> <p>It was resolved to approve the Terms of Reference for the following committees:</p> <ul style="list-style-type: none"> • Finance Planning and Resources • Quality Learning and Standards • Senior Post-holder selection panel subject to some amendments about the number of members for the Panel agreed at the meeting – the amended TOR are attached to these minutes as Appendix 1. <p>It was noted that the Audit Committee will discuss further revisions to its Terms of Reference next term for approval by the Corporation in March 2018.</p>																							
<p>9.2</p>	<p>STUDENT GOVERNOR ELECTION UPDATE</p> <p>Governors received an update paper from the Head of Governance.</p> <p>It was resolved to note the update and that the election of a student governor will take place next term along with a consultation on the number of student governors with the student unions, taking into account the context of all the other actions that are being undertaken as part of the local engagement strategy.</p>																							
<p>10.</p>	<p>ANY OTHER BUSINESS</p> <p>None</p>																							
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<p>Date of Next Meeting</p>	<p>The Governor training session scheduled for 6 February 2018 will also be used for an additional Corporation meeting to receive a recommendation from the SPH appointment panel.</p> <p>The next scheduled meeting of the Corporation will be on Tuesday 27 March 2018 at Carshalton College at 7:00pm.</p> <p>The Open Business of the meeting ended at 8:55pm</p> <p>H M Meredith, Clerk to the Committee</p> <p>Signed:Date:.....</p>																							

APPENDIX 1

TOR SPH SELECTION PANEL TERMS OF REFERENCE FOR SELECTION PANEL FOR THE RECRUITMENT OF A GROUP PRINCIPAL / CEO AND SENIOR POSTHOLDERS

Constitution

- 1 .The membership of the Selection Panel for the appointment of a Group Principal / CEO shall be the Chair of the Corporation (ex officio), Vice Chair(s) of the Corporation (ex officio), and at least three other members of the Corporation. The membership of the Selection Panel for the appointment of a senior Postholder shall be the Chair of the Corporation (ex officio), Vice Chair(s) of the Corporation (ex officio) and the Group Principal/ CEO, who may be joined by up to 2 other members of the Corporation.
- 2 The Selection Panel has the authority to invite external representatives, College staff or other governors to attend meetings. Such individuals will have no voting rights.
- 3 The Chair of the Corporation will be the Chair of the Selection Panel.
- 4 The Selection Panel shall be quorate when at least five members are in attendance for the appointment of a Group Principal / CEO and three for the appointment of other senior Postholders.
- 5 The Selection Panel shall meet as frequently as required during the recruitment of a Group Principal / CEO and senior Postholder.
- 6 Decisions to be made at meetings of the Selection Panel shall be determined by a majority of the votes of members present and voting. Where there is an equal division of votes, the Chair of the Selection Panel shall have a second or casting vote.
- 7 The Selection Panel will make the final recommendation for appointment to the Corporation.

Terms of Reference

1. To review and to make recommendations to the Corporation on the possible use of a recruitment agency to assist in the recruitment of a Group Principal / CEO or Senior Postholder.
2. To make the final recommendation to the Corporation for the appointment of a Group Principal/ CEO and/or senior Postholder. Before making such a recommendation, the Selection Panel will give consideration to:
 - Ensure that all members of the Selection Panel are able to give adequate time to the selection process including selection meetings and the assessment process itself which will take one or two full days;
 - Consider carefully the involvement of College staff in the assessment process ensuring that staff are not involved in the selection of the candidate itself;
 - Ensuring that the appropriate Committee of the Corporation and the Corporation has agreed the financial package to be offered;
 - Ensuring that the terms and conditions for the appointment have been approved;
 - Ensuring that the job description and person specification for the appointment have been agreed;
 - Drawing up a timetable for the selection process including initial screening, gathering of references and a shortlisting meeting;
 - Ensuring that the post is advertised nationally;
 - Agreeing on the variety of assessment activities to be used for chosen shortlisted candidates;
 - Ensuring that all candidates are given an equivalent experience – with the same assessment activities and with the same assessors;

- Ensuring that the process complies with all responsibilities under Safeguarding, Equality and Diversity, Race Equality and other relevant legislation. The College aims to secure equality of opportunity in all its activities, and in this respect would expect the Selection Panel to adhere to this positively;
- Pre-agreeing the questions to be asked and the people who will ask the questions
- Ensuring that assessors keep notes in a fair and legible form, preferably against published criteria and on assessment sheets;
- Ensuring that adequate arrangements are in place to provide feedback to the unsuccessful candidates.
- Working in partnership with any recruitment agency appointed by the Corporation

Reporting Procedures

1. The Head of Governance shall act as Clerk to the Selection Panel and shall circulate minutes of the meetings of the Panel to all Panel members.
2. At each meeting the minutes of the last meeting shall be taken as an agenda item, and if agreed to be accurate, signed as a true record.
3. The Selection Panel shall provide a report of its work to the Corporation at each meeting of the Corporation, and a recommendation for appointment will be put forward to the Corporation.

Approved by the Corporation December 2015

Revised December 2017