

## KINGSTON COLLEGE CORPORATION

### To be renamed South Thames Colleges Group Corporation

### Report of Governors' Awayday 29 September 2017 held at the University of Roehampton Conference Centre

#### GOVERNORS

Mr G. Allen - Chair	Cllr B. Fraser
Mr D. Anderson	Mr R. Foulston
Mr J Azah	Mr E. Gilbert (afternoon only)
Dr. J Brumwell	Mr K. Hossain(morning only)
Mr M. Bristow	Ms J. Murphy
Mr T. Byrne-Price	Mr P. Mayhew-Smith - Group Principal / CEO
Mr D Cheema	Mr N. Ratnavel
Ms K. Driver	Cllr S. Thom (morning only)
	Mr G Willett

#### In Attendance

Mr C. Wright	- Deputy CEO
Mr J. Pemberton-Billing	- Deputy Principal / Head of South Thames and Merton Colleges
Ms S. Horrell	- Vice-Principal, Business and Student Services
Mr M. Tweedale	- Vice-Principal / Head of Kingston College
Ms J. Smith	- Vice-Principal / Head of Carshalton College
Ms H. Meredith	- Head of Governance

#### APOLOGIES

Apologies were received from Ms Gordon, Mr Hick, Ms Stanley for the whole day. Some governors joined only part of the day. Mr Gilbert arrived at lunchtime and Mr Hossain and Cllr Thom missed the afternoon sessions.

Apologies were also received from Mr Greenaway, Deputy Principal and the Group Principal / CEO let governors know that Mr Greenaway is currently undergoing medical treatment.

Governors started the day by remembering the late Jim Maddan OBE former governor of South Thames Corporation and current Mayor of Wandsworth who had recently passed away. The Chair and Cllr Fraser were to attend his funeral with the Chair representing the College.

#### WELCOME, INTRODUCTIONS AND OBJECTIVES

Introductions were followed by an icebreaker activity.

#### BASELINE DATA FROM 2016/17 – SHORT PRESENTATIONS ON QUALITY AND FINANCIAL PERFORMANCE, FOLLOWED BY DISCUSSION

The Group Principal / CEO, Deputy CEO, Deputy Principal and Vice-Principals presented and took questions on the baseline financial and quality data as below setting the context for and reasons for some of these results:

# 2016-17 Forecast out-turn and 2017-18 Budget (£000's)

	2016-17							2017-18	
	CC Budget	CC Actual	KC Budget	KC Actual	STC Budget	STC Actual	Total Budget	Total Actual	Budget
Staff	7.8	7.7	18.4	17.9	22.5	23.4	48.7	49.0	45.8
Buildings	1.2	1.0	2.5	2.3	2.8	3.1	6.5	6.4	6.4
Other Costs	3.6	3.3	6.3	6.0	13.2	10.2	23.1	19.5	20.6
Total Exp	12.6	12.0	27.2	26.2	38.5	36.7	78.3	74.9	72.8
Income	12.4	12.0	27.4	26.7	36.8	32.9	76.6	71.6	70.8
+/-	-0.2	0.0	0.2	0.5	-1.7	-3.8	-1.7	-3.3	-2.0



## Kingston College

College	Age Grp SFA/EFA	Leavers Overall - 14/15	Leavers Overall - 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Forecast Ach % 16/17	Nat Ach Overall % 15/16	Diff to National Ach
Overall	16-18	5,484	5,216	5,293	80.9	87.2	85.5	85.6	79.1	6.5
Overall	19+	2,036	1,499	1,103	85.2	88.5	88.8	90.1	88.1	4.0
Overall	All	7,520	6,715	6,396	82.0	87.5	86.0	86.4	82.1	4.3
Basic Skills Maths and English	16-18	879	580	523	66.4	82.7	82.2	82.2	56.8	25.4
GCSE Maths and English	16-18	1,037	1,125	1,089	85.1	88.5	88.4	86.4	79.7	6.7
Basic Skills Maths and English	19 +	71	25	10	73.2	80.0	83.8	83.6	72.4	-8.8
GCSE Maths and English	19+	283	209	85	79.9	84.7	80.6	80.6	80.9	9.7
Maths or English		Leavers Overall 14/15	Leavers Overall 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Ach A*-C Overall % 14/15	Ach A*-C Overall % 15/16	Ach A*-C Overall % 16/17
English		880	695	614	87.1	90.2	87.3	19.5	18.4	18.4
Maths		660	639	560	80.8	85.4	86.1	31.1	31.0	26.6
Total		1,320	1,334	1,174	83.9	87.9	86.7	25.3	24.4	21.3

# Merton College

College	Age Grp SFA/EFA	Leavers Overall - 14/15	Leavers Overall - 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Forecast Ach % 16/17	Nat Ach Overall % 15/16	Diff to National Ach
Overall	16-18	2,936	2,623	1,968	74.7	67.9	76.9	76.9	79.1	-2.2
Overall	19+	1,666	1,385	1,515	83.4	72.8	83.5	83.1	86.1	-3.0
Overall	All	4,602	4,008	3,503	77.9	69.5	79.8	79.6	82.1	-2.5
Basic Skills Maths and English	16-18	1,071	741	538	69.0	48.0	68.3	68.2	56.8	11.4
GCSE Maths and English	16-18	32	478	467	87.5	74.7	79.9	79.9	79.7	0.2
Basic Skills Maths and English	19 +	524	443	430	69.7	62.8	70.3	70.0	72.4	-2.4
GCSE Maths and English	19 +	35	132	160	91.4	70.5	88.9	88.9	80.9	6.0

  

Maths or English		Leavers Overall 14/15	Leavers Overall 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Ach A*-C Overall % 14/15	Ach A*-C Overall % 15/16	Ach A*-C Overall % 16/17
English		27	362	336	92.8	72.7	83.8	74.1	13.8	10.4
Maths		40	248	291	87.5	75.4	79.4	57.5	11.3	18.9
		67	610	627	89.6	73.8	81.7	64.2	12.8	14.4

# Carshalton College

College	Age Grp SFA/EFA	Leavers Overall - 14/15	Leavers Overall - 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Forecast Ach % 16/17	Nat Ach Overall % 15/16	Diff to National Ach
Overall	16-18	2,534	2,153	2,057	58.1	74.7	70.8	74.0	79.1	-5.1
Overall	19+	828	498	574	69.0	79.9	66.7	75.1	86.1	-11.0
Overall	All	3,362	2,651	2,631	60.8	75.7	70.0	74.2	82.1	-7.9
Basic Skills Maths and English	16-18	1,057	529	488	32.5	63.1	68.1	68.1	56.8	11.3
GCSE Maths and English	16-18	186	416	565	61.8	72.1	66.0	67.8	79.7	-11.9
Basic Skills Maths and English	19 +	232	64	65	43.1	51.6	51.9	66.2	72.4	-6.2
GCSE Maths and English	19 +	81	85	114	80.2	78.8	68.3	77.6	80.9	-3.3

  

Maths or English		Leavers Overall 14/15	Leavers Overall 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Ach A*-C Overall % 14/15	Ach A*-C Overall % 15/16	Ach A*-C Overall % 16/17
English		154	270	388	68.2	74.1	69.1	13.6	14.8	14.5
Maths		113	231	313	69.0	72.3	65.2	24.8	15.8	8.3
Total		267	501	679	67.4	73.3	67.3	18.4	15.2	11.6

# South Thames College

College	Age Grp SFA/EFA	Leavers Overall - 14/15	Leavers Overall - 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Forecast Ach % 16/17	Nat Ach Overall % 15/16	Diff to National Ach
Overall	16-18	2,487	1,964	2,116	72.3	76.5	79.0	79.0	79.1	-0.1
Overall	19+	11,919	9,946	9,128	85.8	83.2	87.1	87.1	86.1	1.0
Overall	All	14,406	11,910	11,244	83.5	82.1	85.6	85.6	82.1	3.5
Basic Skills Maths and English	16-18	1,108	524	558	59.1	57.6	70.8	70.8	58.8	14.0
GCSE Maths and English	16-18	33	371	498	81.8	78.3	81.5	81.5	79.7	1.8
Basic Skills Maths and English	19 +	2,589	1,725	1,950	75.2	77.2	81.3	81.2	72.4	8.8
GCSE Maths and English	19 +	157	278	307	74.5	80.8	87.3	87.3	80.9	6.4

  

Maths or English		Leavers Overall 14/15	Leavers Overall 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Ach A*-C Overall % 14/15	Ach A*-C Overall % 15/16	Ach A*-C Overall % 16/17
English		97	377	431	82.5	75.9	84.2	55.7	26.3	22.3
Maths		93	272	377	68.8	81.3	83.3	49.5	22.4	34.0
		190	649	808	75.8	78.1	83.8	52.6	24.7	27.7

## Group – Education & Training

College	Age Grp SFA/EFA	Leavers Overall - 14/15	Leavers Overall - 15/16	Leavers Overall 16/17	Ach Overall % 14/15	Ach Overall % 15/16	Ach Overall % 16/17	Forecast Ach % 16/17	Nat Ach Overall % 15/16	Diff to National Ach
Merton College	16-18	2,936	2,623	1,968	74.7	67.9	76.9	76.9	79.1	-2.2
South Thames College	16-18	2,487	1,964	2,116	72.3	76.5	79.0	79.0	79.1	-0.1
Carshalton College	16-18	2,534	2,153	2,057	58.1	74.7	70.9	74.0	79.1	-5.1
Kingston College	16-18	5,484	5,216	5,293	80.9	87.2	85.5	85.6	79.1	6.5
Group	16-18	13,441	11,956	11,454	73.7	78.9	80.2	80.8	79.1	1.7
Merton College	19+	1,666	1,385	1,515	83.4	72.6	83.5	83.1	86.1	-3.0
South Thames College	19+	11,919	9,946	9,128	85.8	83.2	87.1	87.1	86.1	1.0
Carshalton College	19+	828	498	574	69.0	79.9	66.7	75.1	86.1	-11.0
Kingston College	19+	2,036	1,499	1,103	85.2	88.5	88.8	90.1	86.1	4.0
Group	19+	16,449	13,328	12,320	84.7	82.6	85.9	86.3	86.1	0.2
Group	All	29,890	25,284	23,774	79.7	80.9	83.1	83.7	82.1	1.6



## Group – Apprenticeships

College	Age Grp	2014/15 Leavers	2015/16 Leavers	2016/17 Leavers	2016/17 Apprentices In Learning	2014/15 Ach Rate Overall %	2015/16 Ach Rate Overall %	2016/17 Ach Rate Overall %	2016/17 Forecast Ach %	Nat Ach Average %
Kingston	16 - 18	137	68	68	196	78.8	64.7	76.5	78.0	70.0
Carshalton	16 - 18	77	93	77	227	72.7	64.5	66.2	71.4	70.0
STC Business Centre	16 - 18	56	49	20	141	80.4	71.4	64.0	74.6	70.0
Group	16 - 18	270	210	165	564	77.4	66.2	70.2	74.6	70.0
Kingston	19 - 23	82	43	54	175	82.9	83.7	81.5	82.0	69.8
Carshalton	19 - 23	65	80	39	155	78.5	75.0	64.1	74.5	69.8
STC Business Centre	19 - 23	51	76	13	132	72.5	75.0	71.4	78.8	69.8
Group	19 - 23	198	199	106	462	78.8	76.9	73.9	78.5	69.8
Kingston	24+	14	4	6	27	71.4	75.0	100.0	100.0	67.6
Carshalton	24+	57	21	17	53	57.9	38.1	64.7	73.9	67.6
STC Business Centre	24+	76	82	14	157	76.3	82.9	64.0	70.8	67.6
Group	24+	147	107	37	237	68.7	73.8	70.2	74.5	67.6



## Group – 16/17 enrolment volumes

	CC	KC	MC	WHS	TC	All
16-18	983	2614	932	1008	0	5537
Adult AEB	626	1108	1522	3112	6824	13192
Adult Community	0	0	2854	2038	2527	7419
Apprentices	428	310	0	0	534	1272
HE	205	1071	5	407	0	1688
Total	2242	5103	5313	6565	9885	29108

### GROUP STRATEGIC OBJECTIVES 2017/18

Governors received and discussed the Group Strategic Objectives for 2017 -18.

### ACCOMMODATION STRATEGY – PRESENTATION AND DISCUSSION

Governors received a presentation on the Group Accommodation Strategy and discussed the 5 elements of this, indicative timescales and estimated costs of the works.

## **LONG-TERM STRATEGIC PLANNING: POLICY CONTEXT AND DIRECTION**

### **THE STARTING POINT FOR THE GROUP; What will policy want from us?**

#### **How well-prepared are we to deliver?**

Governors discussed and considered among other issues: government policy and skills strategy, growth, costs, quality, curriculum span, HE, apprenticeships, 16-18, adult, partnerships and the possible impact of BREXIT.

Governors noted two key things that will not change:

- Financial pressure and competition;
- Exacting standards, including English and Mathematics.

## **STRATEGIC PRIORITIES 2018-21 – GROUP ACTIVITY**

Governors then worked in groups to decide what principles to apply to setting strategy.

Feedback from the groups included:

- Maintain focus on student outcomes and not being distracted from keeping students at the forefront of everything we do;
- Noting the conflict between and the need to balance Quality and Finance;
- Focus on the provision which we do well; not being busy fools- make sure that we have the capacity to do what we do well;
- Use data to support decision making;
- Need to consider employers and the local communities – need to set a local engagement strategy;
- Consolidation of the college in the short term;
- Rationalisation of provision and accommodation;
- Mapping of pathways for progression for students;
- Clear and effective monitoring and evaluation;
- Sharing good practice among college staff including through CPD programme;
- Conforming to government initiatives to ensure securing government funding;
- Financial sustainability and offering value for money; need to develop a lot of resilience;

## **LAYING THE FOUNDATIONS: MISSION, CULTURE AND VALUES**

Governors then worked in groups to discuss principles for the Group Mission, Culture and Values.

Feedback from the groups included:

### Mission

- Unrelentingly Learner focussed
- Want to be more than the sum of the parts
- Aspiration to have world class facilities
- Meeting the needs of the community

Values - need to apply to everybody- staff, students and partner organisations:

- Student Focussed
- Honesty
- Fair and equitable
- Aspirational
- Forward moving
- Integrity
- Respectful
- Humility
- Teamwork-
- Professional

- Consistent
- Inclusive
- Quality
- Sustainable

### Cultures

- Truly student centred- building personal responsibility and pride
  - Trusting students to achieve
  - Providing good pastoral care
  - Providing good evaluative feedback
  - Supporting a diverse body of students
  - Tackling underperforming areas
  - Training young people of today to be leaders of tomorrow
  - Improving life chances
  - Realising potential
  - Building resilience
  - Having honest conversations, making no excuses
  - Being a centre of excellence
  - World class progression
  - Encompassing community skills
- Quality- good value added, high aspirations, recognition for skills events, being progressive
- Co-operative, sharing best practice, collaborative behaviour, not competitive internally, being supportive
- Being truthful- admitting to errors, no blame culture
- Lead by example
- Really rooted in the community, engaging with stakeholders
- Respected by stakeholders, not just locally but nationally, aiming to be London's top college

Governors discussed at more length what they would expect to see from the College being student centred and how they would find out whether this was happening and how to apply this to good governance of the College. The reason for every decision in a truly student-centred college should be the impact of every decision on students.

The Corporation's Awayday was followed by a Corporation meeting.

The Awayday sessions finished at 3:15pm