



## Corporation Board

### Agenda

**24 March 2015**

- 1. Apologies for absence 5.30**
- 2. Declarations of interest 5.35**
- 3. Minutes of the meeting held on 10 February 2015 5.40**  
To approve the minutes  
Minutes attached  
Allison Howe
- 4. Matters arising 5.45**
- 5. Principal's report 5.50**  
To receive a report from the Interim Principal.  
Report attached  
Jo Lomax
- 6. Risk register and risk management policy 6.10**  
To approve the revised risk register and risk management  
policy  
Report attached  
Ian Rule
- 7. Student performance report 6.15**  
Report attached  
Rob Rees

#### **Matters for decision**

- 8. Post Inspection Action Plan 6.30**  
To approve the post inspection action plan.  
Report attached  
Jo Lomax
- 9. Draft Financial Recovery Plan 6.40**  
To agree the direction of travel on the Draft Financial  
Recovery Plan  
Report to follow  
Ian Rule
- 10. Fees policy 2015/16 6.55**  
To approve the fees policy  
Report attached  
Ian Rule

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| <b>11.</b> | <b>Values and behaviours</b><br>To approve the College's values and behaviours<br>Report attached<br>Jo Lomax  | <b>7.05</b> |
| <b>12.</b> | <b>Link Governor scheme</b><br>To approve the Link Governor Scheme and Link<br>Governors<br>Report attached<br>Allison Howe  | <b>7.15</b> |
| <b>13.</b> | <b>Unions request to reinstate elections of staff<br/>governors</b><br>Report attached<br>Allison Howe   | <b>7.25</b> |
| <b>14.</b> | <b>Feasibility study into collaboration with Lambeth<br/>College (CONFIDENTIAL ITEM)</b><br>To discuss the ICCA report, taking into consideration<br>discussions with the funding agencies and the FE<br>Commissioner<br>Report attached<br>Chris Bilsland | <b>7.35</b> |

**Matters for discussion**

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| <b>15.</b> | <b>Equality and Diversity report</b><br>Report attached<br>Jo Lomax | <b>7.40</b> |
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**Matters for information**

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| <b>16.</b> | <b>Committee report</b><br>Report attached         |             |
| <b>17.</b> | <b>Health and Safety report</b><br>Report attached |             |
| <b>18.</b> | <b>Any other business</b>                          | <b>7.50</b> |
| <b>19.</b> | <b>Date of next meeting</b><br>19 May 2015         |             |



## Corporation Board

### Minutes of the meeting held on 24 March 2015

#### **Present:**

Chris Bilsland (Chair)  
Ade Adebambo  
Paul Archenoul  
Pennie Clarke-Bovell  
Elaine Hawkins  
John Litchfield  
Jo Lomax  
Nigel Peet  
Maureen Salmon

#### **In attendance:**

Allison Howe, Clerk  
Stephen Lawes, Vice Principal Estates Strategy  
Rob Rees, Interim Vice Principal Curriculum, Quality and Learner Experience  
Ian Rule, Vice Principal Corporate Services

Rebecca Galbraith Item 13

#### **Items were taken in the following order: 1, 2, 13, 3-12**

#### **1. Apologies for absence**

Apologies were received from Hilary Moore, Nathan McDermott, Marlene Oates-Hindes, Kate Shoesmith, Jaidah Thomas and David Wilson.

The Chair informed the Board that this was Maureen Salmon's last meeting. Maureen was thanked on behalf of the Corporation. The Chair also informed the meeting that Marlene Oates-Hinds had also decided to stand down. Marlene was thanked in her absence. It was noted that both Maureen and Marlene wished to stay involved with the College.

#### **2. Declarations of interest**

Declarations of interest in item 13 were made by Pennie Clarke-Bovell and Paul Archenoul.

#### **3. Minutes of the meeting held on 10 February 2015**

The minutes were approved as a true record.

#### **4. Matters arising**

Date of meeting	No.	Action	Who	Date	Status
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30 Sept 2014	1	Curriculum plan and strategy to be presented to Governors	IM	24 March 2015	Discussed under Principal's report
30 Sept 2014	4	An awayday to be arranged early in 2015	AH/JL/CB	ASAP	Dates for June/July to be sought.
16 Dec 2014	1	The risk management policy and the risk register should be rewritten for the February 2015 Corporation Board meeting	IR	10/2/15	On agenda
16 Dec 2014	2	The risk register should be discussed at the next strategic away day	IR/AH	Awayday being organised for March 2015	Ongoing
16 Dec 2014	4	The link Governor scheme to be facilitated and encouraged by the Clerk, however additionally, there would be greater co-ordination of governor visits to curriculum areas	AH/APs/Govs	10 February 2015	Moved to March meeting to allow discussion on Ofsted
16 Dec 2014	5	A going concern report would be presented alongside the annual accounts in future	IR/AH	December 2015	Ongoing
16 Dec 2014	7	An in depth E&D report to be submitted to the Corporation in February 2015	IR/RR	10/2/15	Moved to March meeting to allow discussion on Ofsted.
10 February 2015	1	A report on apprenticeship income will be submitted to the next meeting of Financial Recovery Board	IR	10/3/15	On agenda for 10 March meeting
10 February 2015	2	Progress to be maximised in the coming months with a view to inviting Ofsted to undertake an inspection as soon as improved outcomes could be demonstrated	JLo	Ongoing	October 2015

10 February 2015	3	Head of Maths and Head of English to be appointed as soon as possible	JLo	Ongoing	To be reviewed under organisational structure
10 February 2015	4	Top ten points of recovery to be submitted to Quality Recovery Board	JLo	17/3/15	On agenda
10 February 2015	5	Internal observation system to be discussed by Quality Recovery Board	RR	17/3/15	On agenda
10 February 2015	6	Managers were tasked with mining out information about weak teaching during inspection	JLo		Complete
10 February 2015	7	An acknowledgement of appreciation for the staff during Ofsted should be communicated	AH/CB	13/2/15	Complete
10 February 2015	8	Chair and the new Principal would meet with the FE Commissioner	CB/CK		Meeting to be arranged following conversation between Carole Kitching and David Collins
10 February 2015	9	Clerk to draft terms of reference for the Organisation Review Reference Group	AH		Complete
10 February 2015	10	Governors to be invited to express interest in the Organisation Review Reference Group	AH		Complete
10 February 2015	11	The timing for delivery of the curriculum strategy to be emailed to Governors	RR		On agenda
10 February 2015	12	The curriculum plan needs to show the impact on the campuses to inform the organisational review	JLo/RR/IR		Ongoing
10 February 2015	13	Chair to write to LPFA	CB		IR to supply original letter

10 February 2015	14	LPFA Property charge to be reviewed in 12 months time	AH/IR	February 2016	Ongoing
10 February 2015	15	UCU/Unison to draft paper on reverting to student/staff governor elections	AH/unions	24 March 2015	On agenda

## 5. Principal's report

The FE Commissioner had met with local stakeholders to discuss the future of the College, and FE in South East London. The FE Commissioners report had not been received. The report would not be published as it was a stocktake review.

The College had received a notice for concern regarding falling income and an increased operating deficit. It had been known that the College would not be using the full SFA budget, due to the apprenticeships issue.

The organisational review would commence on 15 April, The new structure had been designed by the new Principal. That was currently being costed. The Governors would be asked to sign off the structure after Easter. A series of meetings would be held across the staff body on the one day. It would not happen before Governors had signed it off. The structure needed to meet financial targets, the Principal Designate's curriculum design, and must work operationally. The Clerk would remind governors about the steering group and date of meeting (ACTION 1). John Litchfield said he would try to make time to attend.

A Governor asked whether there were mechanisms in place to prevent good staff taking voluntary redundancy. Very few resignations had been received. Only 2 or 3 members of teaching staff had applied for voluntary redundancy.

The Ofsted report had not been published, no reason had been given by Ofsted.

It had been ascertained that there would be a contract for apprenticeships based on current numbers. This meant a 68% reduction in adult apprentices. In 16-18 apprentices there had been a greater drop. All apprentices enrolled this year would be continued. There would only be 4 apprenticeship areas next year.

The Interim Principal apologised for the non-delivery of the Curriculum Strategy. Work was progressing in ensuring that appropriate labour market information and travel to work data was obtained to progress the strategy. The Curriculum Strategy would be provided to the next meeting (ACTION 2).

It was noted that the meeting with the Southwark Borough Chief Executive had been cancelled due to illness and was rescheduled to April. This would be a more challenging meeting than that which had taken place with Lewisham.

The Corporation Board noted the content of the remainder of the report.

## 6. Risk register and risk management policy

The Vice Principal Corporate Services explained that the risk register contained the strategic risks, risks with an impact of 5 and those with a residual risk of 15 or over.

The Vice Principal Corporate Services also presented the revised risk management policy which had been recommended by the Audit Committee.

The Corporation Board agreed the risk management policy and noted the content of the risk register

## **7. Student performance report**

The Interim Vice Principal Curriculum, Quality and Learner Experience introduced the report which had been discussed by the Quality Recovery Board.

The impact of Myrrh subcontractor going into administration was still an issue. Only 30 of the 99 former Myrrh students had re-engaged. The other students would be withdrawn and would compromise Health and Social Care Results. The Interim Vice Principal Curriculum, Quality and Learner Experience was confident that all that could be done to re-engage them had been done.

The report identified the key risks to apprenticeship success rates. Health and social care was an area of risk. These were historic roll overs.

It was likely that success rates for 16-18s would increase. While it was anticipated that adult success rates would increase, the increase required was quite large. Meetings were taking place to assess the data, these would be reported at the next meeting (ACTION 3).

90% attendance of mock assessments in English. 98% achievement rate. Functional skills attendance 89% and 91%.

Concern was expressed by the executive about the different ways success of courses were being measured. This could potentially compromise success rates. Lecturers were constantly reminded that vocational courses would only be successful if English and maths grades were achieved. Strict entry qualifications were being required for learners starting in 2015/16.

The Corporation Board noted the content of the report.

## **8. Post inspection action plan**

The Interim Principal introduced the paper, which had been cross referenced with the draft Ofsted report, and this would be more transparent in the future report.

The priorities would be pushed forward rather than devising a new PIAP.

It was noted that due to Ofsted the timing of the student survey had slipped. This was currently being undertaken and had been tied into FE Choices. There were 15 questions following the student journey. It would usually be expected to have a survey at induction and another mid year (February). Results would be reported to the next meeting (ACTION 4).

Student views were collected in other ways.

The Corporation Board noted the content of the report

## **9. SFA Notice of concern: Financial inadequacy**

The Chair introduced the letters received from the SFA stating it was important that Governors discussed them.

The Vice Principal Corporate Services explained the forecast had further reduced to £35m. Adult non apprenticeship income had reduced by £1m during February and March. It was anticipated that the reductions had bottomed out now. The financial recovery plan savings discussed in September 2014 might need to increase.

The Financial Recovery Plan would be presented to Governors prior to the deadline date of 17 April. In four months there had been differing figures. There was a need to stabilise financial forecasts. There was also a need to review the cash flow forecast to ensure confidence in cashflows.

The Corporation Board noted the letter.

## **10. Fees policy 2015/16**

The report was introduced by the Vice Principal Corporate Services who explained the differences between this policy and the previous one.

There would be no fee remission for 19-23 year olds beyond that which is funded by the Skills Funding Agency (SFA). Co-funded student fees would be based on the SFA funding rate, with programme weighting applied. In respect of advanced learning loan provision, fees would be set at the maximum allowable under the SFA policy, subject to reduction for market forces. The policy included a general provision allowing for the reduction of fees in circumstances where market forces require a response.

The Vice Principal Corporate Services admitted there were some concerns about proposals in the fees policy.

Governors requested that an Equality Impact Assessment be undertaken to ensure there were no unforeseen impacts (ACTION 5).

It was acknowledged that the fee policy would be kept under review during implementation.

It was anticipated that the budget would increase by few hundred thousand pounds by the changes to the policy.

A Governor asked whether there was professional and vocational training courses that could be built into the pricing structures. The Vice Principal Corporate Services stated that any such provision would be based on 50% contribution.

The Corporation Board agreed the fees policy 2015/16

## **11. Values and behaviours**

The report was introduced by the Interim Principal. This work had been led by the former Interim Principal.

It was noted that the values were still relevant, but new strategic values had been drafted.

While there was a need for values and behaviours, the Chair questioned whether this might be a distraction at the current time. It was felt this might be right to implement later, but not going into organisational review.

It was agreed that this should be reviewed and implemented following the organisational review.

## **12. Link Governor Scheme**

The paper was introduced by the Clerk who explained that all Governors had been asked for their preferred link areas. There was a debate as to whether it was appropriate for staff governors to be assigned to link areas. The Clerk was asked to research whether staff governors were linked to areas in other Colleges (ACTION 6).

Link Governors committed to visiting link areas in the start of the summer term.

It was suggested that in order to cover all academic areas, governors should be linked with Assistant Principals and support areas. The Clerk would send out a revised list on Friday 27 March 2015 (ACTION 7).

The Corporation Board approved the link governor scheme subject to amendment

## **13. Unions request to reinstate staff governor elections**

UCU representative, Rebecca Galbraith, attended the meeting, and introduced the Unions view that elections could play a positive role in engaging with an elected representative. Staff do not feel consulted, and the appointment process reduced confidence of the staff in the governing body.

A staff governor stated that this is a general direction that other colleges are moving in.

A Governor stated that the previous decision based on balancing the skill set of the governors, was a mistake, that was not the purpose of staff and student governors. Staff and student governors are to present a view that wouldn't otherwise be heard.

Nigel Peet proposed that the College reverted to staff and student governor elections. Seconded by Chris Bilsland.

JL stated that the decision had been made based on poor attendance and participation of student governors in particular. If the decision was to revert to elections, there would be a need to consider how those issues could be addressed.

It was noted that even if elected, candidates would have to fulfil the role profile, and there were mechanisms for dealing with candidates who did not fulfil that.

The Corporation Board agreed to revert to elections for staff and student Governors.

## **14. Feasibility study into collaboration with Lambeth College**

The Chair introduced the paper explaining that this was driven by the previous Interim Principal. The new Principal felt the research used was generic.

Since then the FE Commissioner had announced a review into FE provision in South East London.

The ICCA report would remain a draft and any further feasibility should be based on original research.

The Corporation Board agreed to abstain from any decision about federation with Lambeth College until the FE Commissioner's structure and prospects appraisal in South East London is completed.

**15. Equality and Diversity Report**

The report was introduced by the Interim Principal. The College was committed to advancing equality. The report demonstrated what was being done to reduce the gaps.

Successes and areas that require improvement need some targets. It was noted that targets were missing. A new action plan would be developed which would come back to a later meeting (ACTION 8).

**16. Committee report**

The Corporation Board noted the content of the report.

**17. Health and Safety report**

The Corporation Board noted the content of the report.

**18. Any other business**

Brusthom Ziamani a former student sentenced to 22 years for conspiracy to murder. There had been a concern he might have been radicalised at the College. An internal investigation determined there were no signs that he was being radicalised while at College. Some recommendations were identified which would strengthen safeguarding procedures. Credit to staff doing good work in this area.

Prevent Training materials used by the SLT would be circulated to governors (ACTION 9)

**19. Date of next meeting**

19 May 2015

Actions

<b>Date of meeting</b>	<b>No.</b>	<b>Action</b>	<b>Who</b>	<b>Date</b>	<b>Status</b>
<b>24 March 2015</b>	<b>1</b>	The Clerk to remind governors about the Organisational Review steering group and date of meeting	<b>AH</b>	<b>30 March 2015</b>	<b>Complete</b>

<b>24 March 2015</b>	<b>2</b>	The Curriculum Strategy would be provided to the next meeting	<b>JLo</b>	<b>5 May 2015</b>	<b>On agenda</b>
<b>24 March 2015</b>	<b>3</b>	Success rates data assessment to be reported to next meeting	<b>RR</b>	<b>5 May 2015</b>	
<b>24 March 2015</b>	<b>4</b>	Student survey results to be reported to the next meeting	<b>RR</b>	<b>5 May 2015</b>	<b>On agenda</b>
<b>24 March 2015</b>	<b>5</b>	Equality Impact Assessment to be undertaken in respect of Fees Policy	<b>IR</b>	<b>30 April 2015</b>	
<b>24 March 2015</b>	<b>6</b>	Clerk to research whether staff governors are linked to curriculum areas in other Colleges	<b>AH</b>	<b>31 March 2015</b>	<b>Complete</b>
<b>24 March 2015</b>	<b>7</b>	Clerk to send out a revised list of link areas	<b>AH</b>	<b>27 March 2015</b>	<b>Complete</b>
<b>24 March 2015</b>	<b>8</b>	A new Equality Action Plan would be devised and brought to a subsequent meeting	<b>JLo</b>	<b>24 June 2015</b>	<b>On agenda plan</b>
<b>24 March 2015</b>	<b>9</b>	Prevent training materials used by SLT to be circulated to Governors	<b>RR</b>		<b>Circulated</b>