Minutes of the Corporation meeting  
Monday 2 February 2015

Membership:  
Zaf Aslam, Mark Carroll*, (Vice Chair), Hannah Chapman, Lewis Coakley, Coral Decourcy, Steven Crane (Vice Chair), Liz Daniels, Pat Edwards (Chair), David Hatchett*, Katherine Hewlett, Jessica Kamara, Veronica Lewis*, Ian Rogers, Lukmaan Variawa, Kevin Watson, Gavin Williams

In Attendance:  
Gill Burbridge:  
Vice Principal, Teaching, Learning & Student Achievement  
Dawn Hamilton-Barrett:  
Vice Principal, Staffing, Resources & Infrastructure  
Chris Price:  
Vice Principal, Wider Student Experience

Clerk:  
Val Bartlett

Observers to the meeting:  
Arshed Mahmood  
Hart Rentala

*Denotes apologies for absence

37.  MEMBERSHIP OF THE CORPORATION

The Corporation agreed that Hari Rentala (a prospective new Governor) and Arshed Mahmood (a prospective Parent Governor) may observe this meeting.

37.1  The Corporation received the Minutes of the Search Committee meeting held on 8 December 2014.  
The Chair of the Search Committee informed the Corporation that the Committee had met on 21 January 2015 where the following membership issues had been discussed:-

37.2  Prospective New Members

It was noted that Members of the Search Committee had interviewed 2 prospective new Members; Coral Decourcy and Hannah Chapman and, taking into account the results from the most recent Skills Audit and the skills and knowledge of these 2 applicants, (CV’s had been circulated to all Governors) the Committee recommend their appointments to the Corporation for an initial one year term with immediate effect.

37.3  The Corporation approved the appointments of Coral Decourcy and Hannah Chapman as Governors, for an initial term of 1 year with immediate effect.

18:35 CD and HC joined the meeting

The Chair welcomed both to the meeting.

37.4  Re-appointment of a Governor

The Search Committee had considered the re-appointment of Pat Edwards whose initial one year term of office will come to an end on 23 February 2015. Taking into account the current Skills Audit and the Corporation Standing Orders regarding the re-appointment of Governors, the Search Committee recommended the re-appointment of Pat Edwards as a Governor, for a further term of four (4) years effective from 24 February 2015 until 23 February 2019.

37.5  The Corporation approved the re-appointment of Pat Edwards as a Governor for a further term of four (4) years effective from 24 February 2015 until 23 February 2019.
The Corporation was informed that Zaf Aslam (Staff Governor teaching,) is to leave the College on 13 February 2015 to take up a new teaching post in Yorkshire. The Clerk reported that an election for this post will be held in the near future with the aim being to have a new Staff Governor in place by the time of the next Corporation meeting on 16 March 2015.

The Chair, on behalf of the Corporation, thanked Zaf for his valuable contribution and wished him every success in his new role.

The Chair asked the Search Committee what actions were in place to attract nominations for the remaining vacancies, including the need for audit and/or financial expertise. Governors were assured by the Chair of the Search Committee that this risk of not having at least one Governor with specialist financial expertise had been recognised by the Committee, was being urgently addressed and that there were 2 applications currently under consideration, both of which offer financial skills.

The Clerk informed the Corporation that the term of office for Veronica Lewis will come to an end on 28 February 2015 and that she did not wish to be considered for re-appointment. The Chair thanked Veronica for her contribution to the Corporation.

It was noted that as from 28 February 2015 there will be vacancies for 2 ‘Independent’ Governors in addition to the current vacancies for 2 Parent Governors. The Clerk informed the Corporation that on-going efforts are being made to attract nominations for two Parent Governors.

**DECLARATION OF INTERESTS**

There were no declarations of interest.

**APOLOGIES FOR ABSENCE**

Apologies had been received and accepted from:

- Mark Carroll – holiday
- David Hatchett - work commitment
- Veronica Lewis - family commitment

**MINUTES OF THE MEETING HELD ON 8 DECEMBER 2014**

The Minutes were agreed as a true record.

**MATTERS ARISING**

41.1 Minute 34.3 – London Borough of Waltham Forest (LBWF Post-16 Partnership)

The Principal informed the Corporation that a meeting of the Executive and also Cllr Rosling (Education brief) and the Head of DV8 (who are interested in joining the Partnership) had taken place last week. The issue of more local schools now offering or considering post 16 provision had been discussed. The view appears to be that more schools will follow the recent and successful applications from Lammas and Norlington to provide post-16 education and that the Council will, in all likelihood, not discourage this.

It was acknowledged that the debate regarding schools with sixth forms will continue and, therefore, the question was posed as to whether they are also invited to join the Post-16 Partnership too.

The Principal informed Governors that there is to be a follow-up meeting of the Post-16 Executive next week and discussions regarding its leadership and future partners will take place. The Principal is to keep the Corporation informed as appropriate.
Minute 31.17 - Student Voice

Discussion had previously taken place on Performance Indicators including the ways in which the student voice is captured and reported to the Corporation. The issue of in-house college student surveys was then discussed and the Vice Principal Wider Student Experience assured Governors that, at an operational level, student responses to all questionnaires are responded to and acted upon where appropriate. The point was made that off-the-shelf student surveys are not necessarily the most appropriate as there is a plethora of other ways to capture the student voice.

A Governor observed that there is a recognition of the great work being undertaken at the college, but posed the question as to how this is ‘heard’ by the Corporation, what are the key messages Governors should be hearing and what other ways information may be sought.

It was agreed that Lewis Coakley, a Governor who has worked for NUS, and the Vice Principal Wider Student Experience meet up, informally, to further discuss the ways in which the student voice is captured.

DEPARTMENT FOR EDUCATION – 16-19 ACCOUNTABILITY MEASURES

The Principal reported on the above.

A summary of the series of measures which will be used to assess the performance of 16-19 providers via tables which will be published annually from January 2017 was noted.

Governors were informed that the extent to which institutional performance in relation to these measures will inform future Ofsted judgements has not yet been made clear, however, they are likely to be influential.

The Principal then outlined the 5 headline measures; progress, attainment, English and maths (for students who have not attained grade C or above), retention and destinations and the following points were was then highlighted:

- **Progress.** All qualifications taken beyond the 6 weeks qualifying period will be counted. Any failure to complete after the 6 weeks will be treated as a failure so there is an incentive to keep all students on their programme of study after the 6 week period. Students will be grouped into 20 bands according to GCSE/Key stage 4 results and performance at A level/vocational level 3 will be compared with national figures for each band.

- **Attainment.** Average points score per entry will be calculated and expressed as a grade. Withdrawals will not be counted as a fail.

- **English and maths.** It will be incumbent on the college to ensure students move forward from their baseline grade. Ofsted has reported that 40% of 16 year students have not got English or maths at grade C or above. Of this 40%, only one sixth have attained a grade C by the age of 19. There is, therefore, a huge national push by the Government to increase these figures before students then enter employment or University. Many colleges have seen their Ofsted gradings fall, primarily as a result of poor English and maths results.

- **Retention.** This is based on the proportion of students who get to the end of their programme of study enrolled on at a provider. Students will be counted as having been retained even if they only complete part of an initial series of qualifications e.g. 1 A level. The Principal then outlined an example that a student may move from taking 4 A levels to only 1 A level but will be classed as having been retained if it is demonstrated that they are engaged in ‘meaningful’ activity such as work experience, English and maths, enrichment, sport, leadership courses. It was acknowledged that this will put more emphasis on the role of the Tutor who will need a closer overview of the student’s needs and also be able to ‘audit’ their activities. The distinct tension between retention and progression was noted.
42.4 Governors then discussed the above in further detail and queried how this may affect the KPI’s/dashboards which have recently been agreed. It was acknowledged that the Corporation could continue to use those KPI’s which it considers to be important with the new measures then enhancing what is already in place.

42.5 The point was made that the college already offers a wide range of enrichment activities and alternative provision and that colleges are better placed to meet the retention measures compared to small sixth forms in schools.

42.6 A Governor queried the implications for staffing if, for example, some students drop from 4 A levels to only 1. The Principal informed all that there may be more flexibility for staff providing the student has got all the elements of a programme which are necessary as funding is per student and not per qualification. If students move towards a norm of 3 A levels there could be a surplus of staffing hours and there will be a need to ensure staff are fully utilised.

42.7 A Governor made the observation that a future Conservative Government has said it would ring fence the education budget for 5-16 year olds only and that a Labour Government may unwind the recent changes to A levels. The Principal indicated that it seems that the changes to the content and structure of the A Levels is likely to remain.

42.8 It was agreed that in the light of the new Accountability Measures, the SLT is to work on the ‘enhanced’ KPIs and that these will be brought back to a future Corporation meeting for further discussion.

42.9 The Corporation noted the report on the 16-19 Accountability Measures.

43. OFSTED – CHIEF INSPECTOR’S ANNUAL REPORT

The Principal reported on the above.

43.1 Governors had been provided with a summary of the key messages from the Chief Inspector’s Annual Report 2014 including those relating to Further Education and Skills.

43.2 Governors discussed the issues around poor careers guidance which can result in young people embarking on post-16 courses which do not suit their needs or aptitudes. It was noted that schools have a vested interest in encouraging their own students to remain at school for their post-16 education. A Governor informed the Corporation that the Government is set to re-launch the National Careers Service and this will include Apprenticeships and Traineeships, so this may, in part, assist colleges in attracting new students.

43.3 The issue of ‘Below the Radar’ and low-level disruption was discussed and the Principal informed Governors that over recent years there has been regular staff development offered regarding this issue.

43.4 Twenty providers had been visited by Ofsted to highlight good practice on teaching, learning and assessment, and Governors acknowledged that the 7 key themes emerging were all currently in practice, to a large degree, at the college.
43.5 With regard to FE and Skills it was noted that:

Only 1 in 20 providers were judged to have outstanding teaching and learning;

62% of providers inspected in 2013/14 were deemed good but only 5% regarded as outstanding

67% of sixth form colleges inspected in 2013/14 were judged to be good or better; only 2 were outstanding

43.6 The Chair thanked the Principal for this very good summary of the Ofsted Annual Report and observed that governance issues did not appear to be as noticeable as previously.

43.7 The Corporation noted that the focus is now clearly on English and maths and employability skills.

43.8 In response to a Governor’s question it was acknowledged that the college doesn’t offer Apprenticeships or Traineeships as it doesn’t have the capacity to set these up and in addition, the nearby F. E college offers these. A Governor asked if students are made aware of the high level/degree Apprenticeships which are available and was assured that these are promoted through the careers services provided by the college.

43.9 The Corporation noted the report on the Chief Inspector’s Report 2014.

44. **PREVENT**

The Vice Principal Wider Student Experience reported on the above.

44.1 Governors were informed by the Vice Principal as to how the college has responded to the Department for Education’s requirements that the college demonstrates how it is promoting community cohesion and undertaking activities that are compliant with the Government’s Prevent agenda.

44.2 Governors acknowledged that the college Mission Statement is central to its view of defining community cohesion.

44.3 It was noted that LSC students come together from a wide range of backgrounds into a college which is deemed to be ‘safe and secure’ and, thereby, providing an opportunity to build a community at the college which is based on shared values and an understanding of issues of diversity.

44.4 The Vice Principal reminded Governors that students are supported and given the knowledge and skills that will make them more resilient to intolerant positions or extreme views with the ‘Student Voice’ encouraging all students to express themselves and be listened to with respect and understanding.

44.5 Governors were assured that the SLT is kept fully up to date about developments, at all levels, of the Government’s community cohesion and Prevent agenda. Managers have also been made aware of recent developments on the Government’s move towards issuing statutory guidance on the duties to be placed on schools, colleges and universities after a period of consultation which ends in March 2015.

44.6 In addition, it was noted that staff have, and will continue to, receive training and awareness sessions on Prevent and related issues to students’ vulnerability to radicalisation.
44.7 The specific actions being taken at the college to promote community cohesion including the curriculum and tutorial programme, Enrichment and Sports programme, Equality and Diversity Committee and student voice and student representation were all noted.

44.8 Governors were informed that Prevent is an integral part of the Community Cohesion agenda which aims to stop the radicalisation of young people and their support for terrorism, and it is part of the Government’s Counter Terrorism Strategy.

44.9 It was acknowledged that the Safeguarding Policy is one cornerstone to address the dangers of vulnerability and the college has also recently revised its e-Safety Policy and procedures for students.

44.10 Governors agreed that the Chair is to be the Corporation’s E-Safety Champion.

44.11 The Vice Principal informed Governors that as well as already having established excellent practice in developing Community Cohesion, a new range of initiatives to further promote this and to also address the Prevent agenda, will be taking place this term during tutorial time. One such activity will address the issue ‘What it is to be British and what are British Values?’

44.12 Further staff development, review of relevant policies and procedures and continued close monitoring of faith based student groups and appropriate risk assessments will all continue to be addressed.

44.13 A Governor queried if there had been any examples of cyber bullying in college and was informed that whilst unlikely to be completely absent, no cases had reached his attention.

44.14 Governors welcomed the reassuring report on Community Cohesion and Prevent.

44.15 The Corporation approved the E-Safety Policy.

45. APPRAISAL AND PAY PROGRESSION

45.1 Steven Crane (Governor) declared an interest in this item due to his employment with ATL and being part of the committee working on these new procedures.

45.2 The Principal reported on the new appraisal and pay progression procedures.

45.3 The Corporation acknowledged that it is one of its statutory duties to set a pay framework for staff.

45.4 The current salary scales for teachers was noted and the proposed new procedures were then outlined by the Principal. Governors were reminded that whilst both the unions and employers sides have agreed this new approach, it still requires agreement in the national forum and then the approval of the Corporation.

45.5 Under the new procedures progression up the scale is “an entitlement subject to acceptable appraisal outcomes” being confirmed annually. Colleges will be able to decide how a given post should be remunerated within a range and will have discretion to allow further progression which is currently ‘pegged’.
The key advantages of the new framework were acknowledged including:

Logical scale, even steps, no anomalies;

Starting salary for new entrants and those at the top of the teaching scale are now comparable with the school sector

This will be a cost-neutral change with modest transitional costs of c.£18k.

Colleges have more discretion than at present to allocate the salary range of management posts

More individual, institutional flexibility

Teachers seeking to perform acceptably will be judged against measures determined by individual colleges. It is anticipated that the Sixth Form Colleges Association will establish a new set of benchmarks to inform such judgements

The Principal informed Governors that the new system is to come into effect as from September 2015 with payments being made in 2016.

A Governor asked what the impact will be on the current appraisal scheme. By way of response it was noted that there is a need to revise the staff review documentation and that an all staff consultation will take place to ensure the reviews are fit for purposes and are robust. Guidance will be provided to Managers including what evidence may be used for any proposed progression.

The Corporation noted the update on appraisals and pay progression and that approval will be sought for the proposed changes in due course.

**FOUNDATION CODE OF GOVERNANCE AND PUBLIC VALUE STATEMENT**

The Clerk reported on the above.

As the Corporation had adopted the English Colleges’ Foundation Code of Governance it also needs to agree and maintain a Public Value Statement (PVS).

Governors were informed that the PVS should describe how the college seeks to add value to the social, economic and physical well-being of the community it serves.

A draft PVS was then discussed and it was agreed that additional time be given to further reflect on the draft statement which will be re-presented to the Corporation meeting on 14 March 2015 for approval.

The Clerk then informed the Corporation that the AoC has recently launched a new draft Governance Code for consultation.

It was agreed that a small working group meet to consider a response to the consultation and that the draft response be circulated to all Governors for any additional comments to be made in advance of it then being submitted to the AoC by 5 March 2015.

**FOR INFORMATION ONLY**

The Corporation received and noted the monthly Management Accounts for 30 November 2014.

The Principal reminded all that the College has an Open Day on Saturday 6 February 2015 from 10:00am until 13:00 to which Governors were invited to attend.
47.3 The Chair had attended a Student consultation lunch which proved to be very informative. Governors were invited to attend one of these lunches which are held every 2 weeks and it was agreed to circulate the dates of these lunches.

48. **STRATEGIC DEBATE – CORPORATION CONFERENCE**

48.1 The Corporation noted that the conference is to be held on Friday 24 April 2015 with the venue to be confirmed.

48.2 The Chair informed the Corporation that the college has been able to access funding from the National Leaders of Governance (NLG) and this may be used to invite a NLG to help facilitate the strategic discussion at the conference.

48.3 Meanwhile, Governors were asked to commence a SWOT analysis of the college and to bring along their initial deliberations to the meeting on 16 March 2015. These initial views will then be used to aid further discussion and debate at the conference.

*The meeting closed at 20:35*

These minutes have been agreed as a true record.

…………………………………………………………………………………………………………………………………………

Signed                                              Date

Date of next Corporation meeting: Monday 16 March 2015