

## **SIR GEORGE MONOUX COLLEGE**

### **Minutes of the Corporation Meeting held on 11 July 2011**

- Present** James Hedges (Chair), Ayoola Dixon, Cerise Hau, David Johnston, Sue Medd, Mukesh Oza (items 6-39 only), Paolo Ramella (College Principal), Brian Westbury.
- Clerking Services** Robert Smith (Clerk to the Corporation).
- Observers** David Ball (Vice Principal: Corporate Affairs), John Kenyon (Interim Vice Principal) – items 1-15 only, Tina Street (Associate Vice Principal: Quality – Staff Experience) – items 1-15 only, Louis Strover (Associate Vice Principal: Quality – Student Experience) – items 1-15 only, Neil Larkin (London Borough of Waltham Forest – item 6 only), Nathaniel Hutchinson (Student Nominee Member of the Corporation Elect – items 6-39 only), Ioana Nicola (Student Nominee Member of the Corporation Elect – items 6-39 only).

#### **1 Apologies for Absence**

Apologies were received from the following members of the Corporation: Farid Ahmed, Shomsia Ali, Beverley Graham, Toby Grainger.

The meeting was quorate.

#### **2 Declarations of Interest**

None.

#### **3 Appointment of Member of the Corporation: Mukesh Oza**

Members noted the recommendation of the Search and Governance Committee (Minute 7 of the meeting held on 17 May 2011) that Mukesh Oza be appointed to membership of the Corporation, and approved the following resolution:

***THAT, on the advice of the Search & Governance Committee, Mukesh Oza be appointed to membership of the Corporation of Sir George Monoux College with immediate effect from 11 July 2011 until 10 July 2015 inclusive.***

#### **4 Appointment of Student Nominee Member of the Corporation: Nathaniel Hutchinson**

Members approved the following resolution:

***THAT, having been validly nominated by the appropriate representative body, Nathaniel Hutchinson be appointed to membership of the Corporation of Sir George Monoux College with effect from 1 August 2011 to 31 July 2012 or until such earlier date as he may cease to be a student of the College.***

#### **5 Appointment of Student Nominee Member of the Corporation: Ioana Nicola**

Members approved the following resolution:

***THAT, having been validly nominated by the appropriate representative body, Ioana Nicola be appointed to membership of the Corporation of Sir George Monoux College with effect from 1 August 2011 to 31 July 2012 or until such earlier date as she may cease to be a student of the College.***

#### **6 Towards a Carbon-Neutral College: Photovoltaic Cell Project (HELIOS)**

A presentation was given by the College Principal.

Members noted that:

- the College's large roof space is to be used for the installation of photovoltaic cells (solar panels) to generate electricity in order to reduce energy bills (savings estimated at between £4,000 and £10,000 per annum), generate income through the sale of surplus electricity to the national grid (yield estimated at between £16,000 and £35,000 per annum) and cut carbon emissions;
- the project creates opportunities for partnership working with businesses seeking to develop their corporate social responsibility agenda;
- the project also reflects the College's ambition to develop an environmental science curriculum;
- capital of £250,000 is necessary for the project to go ahead, which the College intends to raise in part through appeals to an existing network of employers;
- the London Borough of Waltham Forest had indicated support for the project both in terms of finance as well as networking to reach a wider range of businesses;

- it is intended that income generated from the sale of electricity will be applied to the funding of a bursary scheme for College students;
- a small project management team is to be formed, headed by the Vice Principal (Corporate Affairs), with members drawn from other interested parties (including the London Borough of Waltham Forest);
- no difficulties are anticipated in relation to securing planning consent for the installation;
- the projected completion date is expected to be March 2012 in order to take advantage of preferential, inflation-proofed tariffs for the sale of surplus electricity (which tariffs are guaranteed for 25 years).

Members noted with approval the range of advantages, both financial and reputational, to be gained from the project.

## **7 Minutes of the Previous Meeting (30 March 2011)**

The minutes were approved as correct and a *prima facie* record of the proceedings to which they relate.

## **8 Matters Arising from the Minutes**

None.

## **9 Minutes of the Quality and Performance Monitoring Committee (9 June 2011)**

The draft minutes, to be considered and if thought fit approved at the next meeting of the Committee, were received for information.

## **10 Minutes of the Personnel, Finance and General Purposes Committee (15 June 2011)**

The draft minutes, to be considered and if thought fit approved at the next meeting of the Committee, were received for information.

## **11 Minutes of the Audit Committee (22 June 2011)**

The draft minutes, to be considered and if thought fit approved at the next meeting of the Committee, were received for information.

## **12 Minutes of the Search and Governance Committee (17 May 2011)**

The minutes, approved at the meeting of the Committee held on 28 June 2011, were received for information.

## **13 Minutes of the Search and Governance Committee (28 June 2011)**

The draft minutes, to be considered and if thought fit approved at the next meeting of the Committee, were received for information.

#### **14 Key Performance Indicators (Paper C 11-11)**

An updated report, prepared by the Associate Vice-Principal (Quality – Student Experience) and previously considered by the Quality and Performance Monitoring Committee (minute 7 of the meeting held on 9 June 2011), was received and considered.

The matters recorded in the said minute, received under Item 9 above, were noted.

Members particularly commented on performance against success rate targets showing improvement by comparison with baseline values for all learners except those enrolled on vocational level 2 long courses, for which a very high target had been set. Assurances were given by College management that robust data collection systems in relation to student performance enabled these projected outcomes to be reported with confidence.

It was suggested that a key performance indicator be generated for progression from the College to leading universities (to be defined by reference to a recognised grouping), for which a downward trend had been observed in recent years.

#### **15 Student Survey Report (Paper C 11-12)**

A report, prepared by the Associate Vice-Principal (Quality – Student Experience) and previously considered by the Quality and Performance Monitoring Committee (minute 8 of the meeting held on 9 June 2011), was received and considered.

The matters recorded in the said minute, received under Item 9 above, were noted.

It was also noted that issues concerning teaching and learning arising from the survey will be addressed via an action plan, feeding into the College's Quality Improvement Plan.

Members commented on some perceived inconsistencies between responses to related survey items (notably those concerning relationships with tutors) with the concomitant observation that certain questions might not be understood in the same way by all respondents to the survey, and that therefore there should be a careful selection of questions for inclusion. The point was noted, though the need to maintain a sufficient body of common questions to permit external benchmarking was also emphasised.

It was observed that students might respond differently to particular questions at different points in the College year and that the value of information is strongly related to its currency and relevance, but it was accepted that in this context there is an implicit limitation attending a survey conducted by an external agency and in a prescribed form.

## **16 Management Accounts as at 30 April 2011 – Period 9 (Paper C 11-13)**

A report, prepared by the Vice Principal (Corporate Affairs) and previously considered by the Personnel Finance & General Purposes Committee (minute 5 of the meeting held on 15 June 2011), was received for consideration.

The matters recorded in the said minute, received under Item 10 above, were noted.

The College's financial performance in the current year was noted to be satisfactory.

Members were particularly concerned about future arrangements for student hardship funding which, it was affirmed, would be directed at those students in greatest need. The level of the Learner Support Fund for 2011-12 had been confirmed at £280,000 (as against approximately £1.5m Educational Maintenance Allowance). It was further noted that students will be assessed individually in an attempt to ensure optimal use of limited resources, and that the fund will be managed throughout the year such that sums remain available for disbursement in the Summer Term. The administrative arrangements entailed by managing the Fund having been devolved to institutions, it was noted that there would be attendant payroll implications.

Members asked that a report on the operation of the Learner Support Fund be furnished to the Personnel Finance & General Purposes Committee in due course.

The management accounts were approved.

## **17 Budget 2011-12 (Paper C 11-14)**

A draft, prepared by the Vice Principal (Corporate Affairs) and previously considered by the Personnel Finance & General Purposes Committee (minute 6 of the meeting held on 15 June 2011), was received for consideration.

The matters recorded in the said minute, received under Item 10 above, were noted.

Members also noted that the College's financial position is projected as satisfactory in part owing to the favourable effects of disadvantage funding secured for 2011-12.

It was observed that the effects of lagged funding (i.e. funding levels in a given year being determined by recruitment of students in the previous year) favour the College in 2011-12, but that a continuing advantage depends on maintaining or improving present levels of recruitment.

The budget was approved.

## **18 Three-Year Financial Forecast 2011-12 to 2013-14 (Paper C 11-15)**

A draft forecast prepared by the Vice Principal (Corporate Affairs) in the prescribed form was distributed at the meeting for consideration.

It was noted that:

- the consequences of the, as yet unspecified, revised funding mechanism cannot be calculated, and that therefore continuance of the existing system had for present purposes been assumed;
- there are significant uncertainties over the level and duration of transitional relief and additional disadvantage funding (initially secured for 2011-12 only), which have not yet been clarified by funding bodies;
- all continuing financial operational targets for the current year are expected to be met, including a positive cash flow from operating activities, the containment of pay costs to within 70% of income (net of capital recoveries), the maintenance of solvency at an efficient level (with at least two weeks funding available) and continued inclusion in the "Good" category under the Framework for Excellence scoring system;
- the following key assumptions inform the forecast:
  - student numbers continue at the funded 2011-12 level;
  - no major capital developments are planned during the period;
  - the tariff rate remains the same;
  - significant deferred income is progressively released to the income and expenditure account under the terms of an agreement reached with the financial statements auditor;
  - payroll budgets across the period are set at a level to support the target student numbers in each year, including an annual pay award of 0.75% for all staff;
  - all salary increments are paid as they fall due;
  - the effects of salary protection measures are fully included;
  - there are two continuing loans, a fixed rate bank loan of £2.2m at 6.05% and a variable rate loan presently just below £0.4m;
  - potential savings and alternative income are included only where they are reasonably certain of achievement.
- a low level of surplus is projected for the current year, with the College applying significant resources to the curriculum and student support in

order to improve results;

- the final year of the forecast predicts a small deficit, it being the College's opinion that the cuts made to funding will be too great to maintain a surplus whilst keeping service provision at the necessary level;
- the College's financial health is projected to remain "Good" (Framework for Excellence scoring system) across the period;
- the College remains well-placed to meet the requirements of its Strategic Plan, College Development Plan and Post-Inspection Action Plan, the key to its continuing success being the achievement of the current student cohort and satisfactory recruitment in 2011.

The three-year financial forecast was approved.

#### **19 Reports of the Internal Audit Service (Paper C 11-16)**

Reports, prepared by MacIntyre Hudson (Internal Audit Service) and previously considered by the Audit Committee (minute 6 of the meeting held on 22 June 2011), were received for consideration.

The matters recorded in the said minute, received under Item 11 above, were noted, and the reports approved.

#### **20 Draft Annual Report of the Internal Audit Service (Paper C 11-17)**

A report, prepared by MacIntyre Hudson (Internal Audit Service) and previously considered by the Audit Committee (minute 7 of the meeting held on 22 June 2011), was received for consideration.

The matters recorded in the said minute, received under Item 11 above, were noted, and the report approved.

#### **21 Risk Management (Paper C 11-18)**

A schedule, prepared by the Vice Principal (Corporate Affairs) and previously considered by the Audit Committee (minute 11 of the meeting held on 22 June 2011), was received for consideration.

The matters recorded in the said minute, received under Item 11 above, were noted, with particular attention paid to the future arrangements for risk management through the establishment within the College of a Risk Management Group.

The schedule was approved.

## **22 Financial Statements Audit Plan 2010-11 (Paper C 11-19)**

A letter with appendices, prepared by Buzzacotts (Financial Statements Auditor) in the prescribed form and distributed as hard copy at the meeting and electronically (together with the Schedules Required for Audit Purposes and the Fraud Assessment) by the Clerk to the Corporation on Friday 8 July 2011, was received for consideration.

Members noted that the work will be conducted in accordance with the terms set out in the firm's engagement letter dated 2 April 2008.

The auditor's proposed timetable, audit strategy, advance requirements, nature and scope of the audit work and fee levels (unchanged from the previous year) were also noted.

Members were invited to raise any issues arising from the letter or its appendices with the Chair of the Corporation or, for technical issues, the Vice Principal (Corporate Affairs).

It was noted that the Plan would be signed in due course by the appointed Chair of the Audit Committee.

## **23 Induction of Members of the Corporation (Paper C 11-20)**

A paper, prepared by the Clerk to the Corporation and previously considered by the Search and Governance Committee (minute 9 of the meeting held on 17 May 2011, and minute 9 of the meeting held on 28 June 2011), was received for consideration.

The matters recorded in the said minutes, received under Items 12 and 13 above, were noted.

## **24 Delegation of Corporation Business (Paper C 11-21)**

A paper, prepared by the Clerk to the Corporation and previously considered by the Search and Governance Committee (minute 10 of the meeting held on 17 May 2011), was received for consideration.

The matters recorded in the said minute, received under Item 12 above, were noted and the attendant proposals approved.

## **25 Corporation Conference (Paper C 11-22)**

A paper, prepared by the Clerk to the Corporation and previously considered by the Search and Governance Committee (minute 13 of the meeting held on 17 May 2011), was received for consideration.

The matters recorded in the said minute, received under Item 12 above, were noted and the attendant proposals approved.

No date for a Corporation conference was set in this instance.

## **26 Code of Conduct for Members of the Corporation (Paper C 11-23)**

A revised code, prepared for use in the sector by Eversheds Solicitors and previously considered by the Search and Governance Committee (minute 14 of the meeting held on 17 May 2011), was received for consideration.

The matters recorded in the said minute, received under Item 12 above, were noted.

The revised Code of Conduct was approved, thereby binding each member of the Corporation individually (whether or not present), and all members collectively, to its terms.

## **27 Resignation of a Member of the Corporation**

It was reported that My-Anh Chong, an independent member of the Corporation, had resigned her office, and that there are no issues of concern attending her resignation.

The Search & Governance Committee will put in hand processes leading to the recommendation of a new member.

## **28 Parent Nominee Member of the Corporation**

It was reported that Hussain Nur, parent nominee member of the Corporation, had been absent without permission from meetings of the Corporation since March 2010, and that reasonable attempts made over the past three months to enquire into his circumstances had not been acknowledged by the member.

The following resolution was passed by all members present:

***THAT, in accordance with the provisions of the Instrument of Government, Hussain Nur be served notice in writing by the Clerk to the Corporation that he has been removed from office, having been absent from meetings of the Corporation for a period longer than six consecutive months without the permission of the Corporation.***

It is intended that a new parent nominee member be appointed at the meeting of the Corporation to be held on 6 December 2011.

## **29 Young Peoples Learning Agency (YPLA) Consultation on Changes to the Instrument and Articles of Government (Paper C 11-24)**

A paper, prepared by the Clerk to the Corporation and previously considered by the Search and Governance Committee (minute 10 of the meeting held on 28 June 2011), was received for consideration.

The matters recorded in the said minute, received under Item 13 above, were noted.

It was also noted that the consultation documentation had not been received by any officer of the Corporation or College, but that it had been received by the Clerk to the Corporation in connection with his work elsewhere.

It was agreed, on the advice of the Clerk to the Corporation, that the Corporation has no issues it wishes to raise in response to the consultation.

### **30 Sector Draft Code of Governance (Paper C 11-25)**

A paper, prepared by the Clerk to the Corporation and previously considered by the Search and Governance Committee (minute 12 of the meeting held on 17 May 2011 and minute 11 of that held on 28 June 2011), was received for consideration.

The matters recorded in the said minutes, received under Items 12 and 13 above, were noted.

The Clerk to the Corporation reported that the Sixth Form Colleges' Forum will in due course be consulting member corporations in relation to this matter.

### **31 Draft Bye Laws of the Corporation (Paper C 11-26)**

Draft bye laws, prepared by the Clerk to the Corporation and previously considered by the Search and Governance Committee (minute 11 of the meeting held on 17 May 2011 and minute 12 of that held on 28 June 2011), were received for consideration.

The matters recorded in the said minutes, received under Items 12 and 13 above, were noted.

The draft bye laws were approved, subject to amendment of Section 3.2 to make provision for the appointment of a parent nominee member of the Corporation on nomination by a recognised parents' association.

### **32 Election of Chair of the Corporation**

The Clerk to the Corporation took the Chair for this item.

It was reported that two nominations had been received for James Hedges, and that none had been received for any other candidate.

There being no other nominations from members present, James Hedges was duly elected to the office of Chair of the Corporation of Sir George Monoux College for the period from 1 August 2011 to 31 July 2012.

### **33 Election of Vice Chair of the Corporation**

The Clerk to the Corporation took the Chair for this item.

It was reported that three nominations had been received for Beverley Graham, and that none had been received for any other candidate.

There being no other nominations from members present, Beverley Graham was duly elected to the office of Vice Chair of the Corporation of Sir George Monoux College for the period from 1 August 2011 to 31 July 2012.

### **34 Schedule of Meetings (Paper C 11-27)**

A draft schedule of meetings for the academic year 2011-12 was received and, subject to the amendments noted below, approved.

Members noted that, in variation to the published schedule:

- the meetings of the Audit Committee and the Personnel Finance & General Purposes Committee scheduled for Tuesday 14 February 2012 are to be moved to **Tuesday 21 February 2012**;
- the meeting of the Quality & Performance Monitoring Committee scheduled for Tuesday 5 June 2012 is to be moved to **Tuesday 29 May 2012**;
- an additional Corporation meeting for the principal purpose of appointing a Vice Principal (Curriculum & Organisation Development) will be convened on the evening of **Tuesday 27 September 2011** (at a time to be announced);
- an additional meeting of the Remuneration and Appraisal Committee will be convened in the Autumn Term 2011-12 as soon as the membership of the Committee has been determined.

Members also noted the intention to publish provisional meeting dates on a rolling basis such that they are agreed more than two terms in advance (e.g. meeting dates for the Autumn Term 2012-13 will be agreed at the Corporation meeting held at the end of the Autumn Term 2011-12).

The Clerk to the Corporation will circulate a revised schedule of meeting dates to all members at the earliest opportunity.

### **35 Membership and Chairing of Committees 2011-12**

Members delegated to the Chair of the Corporation the appointment of members to committees for the academic year 2011-12, and the appointment of the chairs and vice chairs thereof.

The Chair of the Corporation undertook to consult appropriately with members.

### **36 Appointment of Selection Panel (Vice Principal: Curriculum and Organisation Development)**

James Hedges, Toby Grainger and Brian Westbury were appointed to serve as the three independent members of the Panel, in addition to Paolo Ramella (College Principal).

David Johnston was appointed to serve as reserve member of the Panel in the event of the indisposition of any appointee other than the College Principal.

The Corporation delegated to the Panel the power to make all arrangements attending the appointment process including, but not limited to, the selection of applicants for interview and the holding of interviews.

The Corporation approved an initial salary for the post in the range from £70,525 to £75,563 per annum.

### **37 Any Other Competent Business**

Cerise Hau was thanked on the occasion of her last meeting of the Corporation for the valuable service she had rendered as a student nominee member. Other members present wished her every success in her future career.

### **38 Items for Future Agendas**

None.

### **39 Date and Time of Next Meeting**

**Tuesday 27 September 2011** (at a time to be announced) for the principal purpose of appointing a Vice Principal (Curriculum and Organisation Development).

Please note that the next ordinary meeting of the Corporation will be held on **Tuesday 6 December 2011** starting at 5.00pm.