

Minutes of a Meeting of the Governing Body of
THE CITY LITERARY INSTITUTE held on 11th May 2010 at
Keeley Street, London WC2

Present:

GOVERNORS

Ms. A. Bennett+	Mr. M. Macchitella+
Prof. M. Biriotti+	Mr. T. Mitchell+
Mr. I. Chapman*	Ms. M. Ndagire+
Mr. P. Davies+	Ms. J. Obi-Keller+
Mr. J. Flowers+	Mrs. H. Priest+
Mr. C. Galleymore+	Ms. J. Reynolds+
Mr. K. Geeson+	Mr. W. Stokoe+ (Deputy Chair)
Mr. D. Greenland*	Mr. J. Stone+
Mrs. A. Harrison+	Ms. C. Stott+ (Chair)
Mr. P. Hay+	Mr. A. Weale+
Mr. B. Leigh*	

Key: + Present
*Apologies tendered

In attendance: Nick Moore (Deputy Principal)
Joe Manifold (Vice Principal)

Clerk: Denise Gill

PART ONE: STANDING ITEMS

10/27 Declarations of Interest

Christopher Galleymore declared an interest in Item 10/31. The Board agreed he should not leave the meeting but he did not participate in the discussion or decision.

10/28 Presentation – Curriculum Planning

Joe Manifold gave a presentation on the curriculum planner process demonstrating how the 3,500 courses are reviewed to ensure:

- That the approved increase by Governors has been implemented correctly.
- The offer correctly meets the needs of students and the marketplace.
- Appropriate financial viability has been considered.

As part of this he discussed the distribution of fees per hour paid by students, the range of fee profit per guided learning hour for different courses and the review of room utilisation across the College.

Members thanked Joe for such an interesting presentation which greatly added to Governors' knowledge base.

10/29 Minutes of Previous Meeting

The minutes of the meeting held on 23rd March 2010 were approved and signed.

10/30 Matters Arising Not Appearing Elsewhere

There were no matters arising not appearing elsewhere.

10/31 Membership

The Clerk presented a report requesting the Board to agree a recommendation from the Search Committee that Christopher Galleymore should be reappointed to the Board for a second term of office. The Clerk advised that Christopher's term of office ended on 10th July 2010 and under the current Articles of Association he was eligible to serve a further term. His attendance record was excellent and the Search Committee felt that he made a significant contribution to the Board and the Finance and Employment Committee.

The Board unanimously agreed to reappoint Christopher Galleymore for a further four year term of office commencing on 11th July 2010.

10/32 Principal's Report

The Principal presented his report March to May 2010. He advised that the key activities during this period had included:

- Finalisation of curriculum planning for 2010/11
- Initial round of budget meetings
- Completion of a large student survey
- Completion of a staff survey
- Review of quality improvement strategy around the new Common Inspection Framework with all departments
- Excellent best practice day run on a Sunday covering Equality and Diversity
- Negotiations around the use of the Fashion Retail Academy
- Completion of funding negotiations with the SFA for 2010/11
- Visit of Geoff Russell – Chief Executive of the Skills Funding Agency
- Formal opening of the Kean Street photographic studio.

The Board was informed that the Institute's final funding allocation for 2010/11 showed capped funding for the main adult budget, with small reductions in 16-19 year old funding and Train to Gain. This was overall less than a 1% reduction in LSC funding, whereas most other providers were facing cuts of between 10% and 20%. Concerning the current academic year, the Principal advised that enrolments and fee income were ahead of 2008/09 and were just ahead of where City Lit needed to be to meet budget targets.

The Principal then advised that a comprehensive student survey had been completed. This was undertaken every 2 to 3 years and overall there had been very positive results. He detailed the major findings which found that 97% of students surveyed thought that City Lit valued a wide mix of people and 86% of those with a disability felt that their needs were being met (even though 44% had not declared it). 71% of students surveyed had not attended another college in the last twelve months. Members were informed that a full report would be presented at a future meeting.

Governors were advised that Geoff Russell, the new Chief Executive of the Skills Funding Agency had had a very successful visit to the college. Following a

presentation by the Principal, he had toured the Institute and made some excellent visits to a range of classes. The Chair of Governors and the Deputy Principal were also present. He was very interested in hearing about the range of our work and the way we had adapted over the last few years in the light of static funding. Some of the learner comments about the importance of their course to them personally and the excellent teaching they had, were priceless. He was particularly complimentary about the way we had increased fees to maintain our financial viability, whilst also protecting the Force for Good provision and said "the direction of travel was absolutely right". It was also clear that he went away with a much improved perception of what we actually do and the real value to individuals, the community and the economy. Obviously post election there would be pressure on funding again and Mr. Russell was clear that he would need to find further efficiencies across the whole sector, and challenged us to think again about options for greater cooperation with other SDIs. The Chair has therefore written to the other Chairs asking for a meeting. Equally he was positive about City Lit's ability to manage the challenges it had faced in the last few years.

The Principal also gave a brief overview of the outcome of the staff survey and advised governors that they would receive a fuller report at a future date. He advised that overall staff were working very hard but morale remained buoyant and very positive. Staff had continued to deliver against key objectives and 94% in the survey said that they would recommend City Lit as a good place to work. Members were also advised that City Lit had planned its Investors in People reaccreditation for June and July this year. It was hoped to increase the level of accreditation to a silver award. That meant that the methodology was somewhat different and would focus this time on mapping City Lit's 'people related' performance against the new Common Inspection Framework.

Also attached to the report was the Top 10 priorities for the summer term and progress against the spring term's Top 10 priorities.

The Principal was thanked for an interesting report.

10/33 Date of Next Meeting

It was confirmed that the next meeting would be held on 6th July 2010 at 5 pm.

PART TWO: MATTERS FOR DECISION

10/34 Chair of Finance & Employment Committee

The Clerk presented a report requesting the Board to appoint a Chair of the Finance and Employment Committee. She explained that the current Chair, Kevin Geeson, was standing down from the Governing Body at the end of May. Kevin had been asked to act as Chair when the Deputy Chair of Governors, Hilary Keenlyside, had been unable to attend meetings due to illness. Members were informed that it was traditional that the Finance and Employment Committee was chaired by either the Chair or Deputy Chair of Governors and as Carole Stott chaired the Quality and Standards Committee, it was proposed that Bill Stokoe chaired the Finance and Employment Committee. She pointed out that Bill could not serve on both the Audit Committee and the Finance and Employment Committee and therefore there would need to be a review of committee membership when new governors are appointed.

The Board agreed to appoint Bill Stokoe as Chair of the Finance and Employment Committee.

10/35 Charity Commission Summary Information Return

The Board received a copy of the Summary Information Return 2009 which was a requirement of the Charity Commission for charities with a turnover of over £1m. The Clerk advised that the return must be agreed by the Board of Trustees. Members commented that it was important that the return emphasized the 'Force for Good' work and City Lit's public benefit.

The response was approved for submission to the Charity Commission.

10/36 Strategic Plan 2010-2013

The Principal introduced a draft Strategic Plan for 2010-13. He advised that he wished to defer discussion on the KPIs until the next meeting after he had sought the views of the committees on the KPIs falling within their remit. At this stage he was seeking comment and agreement on the Foreword, Introduction, and the Analysis and Action Plan. He drew attention to Equality and Diversity which had been updated in the plan and the processes throughout the document.

Members discussed the document and commented that the section on risks should be strengthened. Also, the context section needed to address the change of government and the impact this would have, possibly with changes to policy priorities and the machinery of government.

In relation to the section on core values it was queried whether a reference to 'helping students into employment' or 'helping students meet their aspirations' should be included. Whilst 'employers needs' were mentioned, many students were looking for a change of direction unrelated to their current employment. Members noted that 17% of Camden's residents had no qualifications and asked whether more could be done to address this. The Principal responded that City Lit was working with Camden with contracts for Family Learning and ESOL but it was a cross-London college with students coming from every borough in Greater London and beyond.

The Board asked the Principal to take these comments into account when producing the final document.

PART THREE: MATTERS FOR REPORT

10/37 Management Accounts

Governors received the Management Accounts for the eight months to 31st March 2010. The report included:

- Income and Expenditure account
- Comparison of operating surplus against prior year (Before FRS17)
- A balance sheet as at 31st March 2010
- Cash flow forecast chart
- Student Bursary Fund as at 31st March 2010
- Risk Analysis

Joe Manifold reported that the accounts to 31st March showed a surplus of £2,051K which was a favourable variance of £82K against the budget-to-date. He advised

that the favourable variance on LSC Funding for Courses of £59K was due to additional funding received for teaching qualifications. He stated that in 2010, City Lit had also received an additional £213K in relation to 2008/09 growth funding which had not yet been released into the Income and Expenditure account. The intention was to release this amount into April's accounts.

Joe informed members that student fees were showing a favourable position against budget of £39K at 31st March but there was a shortfall on Employer Engagement Income of £15K which was being monitored. The adverse variance on Centre for Deaf income of £46K was due mainly to a forecasted shortfall in deaf degree income.

There was an adverse pay variance of £86K for the eight month period but there were no other significant expenditure variances. Underspends on utilities and building costs offset the adverse variance of £44K on Other Premises costs. This variance was due to the expenditure of £12K relating to Holborn Towers and the new Kean Street lease. Overall, taking premises costs as a whole, it was not expected that there would be a significant overspend at the end of the year.

Joe further reported that City Lit had bank and cash balances of £1,925K at 31st March. The revolving credit mortgage arrangement with Allied Irish Bank had a zero balance at this date.

In summary, Joe advised that City Lit was on target to exceed the budgeted surplus of £111K for the year. The forecasted surplus was £348K for the year after the release of additional 2008/09 funding.

The Board discussed the Management Accounts and queried the provision for bad debts. Joe stated that staff were working through these but it was a very small percentage of total income. The debts were mainly incurred undertaking work in supporting deaf students.

Members noted the report.

10/38 The New City Lit Faculty Structure

The Deputy Principal presented a report on the review of the structure of faculties. He advised that in June 2009 the Head of Faculty (HoF) for Deaf Education and Learner Support left City Lit and interim management arrangements were put in place, her responsibilities being divided between two other HoFs, Marco Macchitella and Peter Moore, and also the Head of Registration Services, Sabine Mader. In January 2010 the Executive decided to make permanent these successful arrangements and not to appoint a new HoF. The aim was to consolidate cross-college initiatives and drive further quality improvement, making the best use of the strengths of existing managers.

Nick stated that the roles of Marco Macchitella and Peter Moore now formally included cross-college responsibilities in addition to their management of a faculty. He described their different areas of responsibility and advised that their job titles had changed to Directors of Learning. He also informed members that Sabine Mader continued line managing the Deaf & Disabled Support Service and the Head of Deafness, Skills & Professional Training had been appointed as the Head of the new Centre for Deaf Education. The Head of Skills for Life had formally assumed permanent line management of D/deaf Skills for Life, computing programmes and staff (all formerly in Deaf Education). A revised organization structure diagram was attached to the report.

Governors were informed that the proposals would have a positive impact on D/deaf staff, students and learning provision through further integration and the mainstreaming of D/deaf education. The reinstating of a dedicated Centre for Deaf Education, headed by a specific manager and with a cross-college remit, would better enable the development of a Centre of Excellence.

The Board discussed the report and asked whether there were any risks associated with the changes. Marco responded that staff had been worried about the loss of identity and the different cultures but having worked closely with them, staff were working as a team and all the fears had been alleviated. The new structure was enabling them to work better with everyone contributing fresh ideas. The new degree validation arrangements had given impetus to the structure.

Members noted the report.

10/39 Kevin Geeson

The Board expressed its gratitude to Kevin Geeson who was standing down from the Governing Body after serving eight years as a governor. Members thanked him for the considerable contributions he had made to the Board and the Finance and Employment Committee and for giving his time freely to events. His expertise and humour would be sorely missed.

Chair.....

Date.....