



Annual Report 2008-09

(1 April 2008 – 31 March 2009)

HAVANT COLLEGE FE CORPORATION

**ANNUAL REPORT 2008-09
(1 APRIL 2008 – 31 MARCH 2009)**

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Chairman's Report

Over the last year a considerable amount of the Corporation's attention has been focussed on supporting the Senior Leadership Management team of the College to prepare the 'Applications in Principle and Detail' for the Havant campus redevelopment and the building of a Havant Skills Centre. This has been a challenge to all concerned and my special thanks to Corporation Member Dr Mike Bateman for Chairing the Capital Projects Steering Group and to the members of that Group for their time and expertise, in moving these projects forward during difficult times and under sometimes a complex framework of chaotic Government policy.

It is of course, hugely disappointing to all the staff at Havant College and even more so for the Corporation that these visionary building projects have been currently stalled due to, in my opinion, the very poor management and control of the National Learning and Skills Council (LSC) Capital Programme. We wait to hear of further developments during 2009 and to developing a new College Accommodation Strategy.

However, during this time we have also been very careful not to lose oversight of the core business of the college and ensure that we delivery high quality education provision to the broadest section of the Havant Community. I am delighted to see a healthy increase in the level of applications to the College this year and a corresponding increase in recruitment and although this has created some budgetary challenges (due to the one year lag in the LSC funding), the College will be benefitting from additional core funding in 2009/10.

An Ofsted visit in May 2009, has highlighted to me that the College is excellently positioned and moving forward and despite their concern of the small dip in some of the performance indicators, in the last couple of years, we remain clearly in the top quartile of 6th form Colleges in the country and our A level performance is still outstanding. We always strive for improvement and the Corporation will be challenging John McDougall and his Senior Management Team and staff of the College to continue to raise our results profile in the coming months.

Again, a very special thanks to Beverley Billings for her help and guidance and efficiency as the Clerk to the Corporation. Her continued support is much appreciated by all the Corporation members.

In conclusion, on behalf of the Corporation, I should like to thank all staff of the College for their hard work and dedication over the past year.

Simon Claridge (Dr)
Chair of Corporation

REPORT OF THE AUDIT COMMITTEE 2008/09

During the period in question the Audit Committee met three times.

The bulk of the Committee's work centred on its usual activities such as: reviewing internal audit reports (this year covering amongst other things governance, learner numbers and risk management) and audit management letters and ensuring that recommendations and management responses are discussed and implemented; reviewing the internal audit needs assessment and annual audit plans and reviewing the work of the auditors plus making recommendations to the Corporation regarding their appointment. During the year Bentley Jennison have acted as the College internal auditors, with Baker Tilly being employed as financial auditors.

The Committee continued to closely monitor the work of the Risk Management Committee to ensure that the College's Risk Management Framework remains robust and operating effectively. The Committee agreed that in future it will concentrate its efforts on reviewing and monitoring the implementation of the annual risk action plan, since this document highlights the greater threats to the College. It also decided that the format of this plan should be amended to indicate the Corporation committee within whose remit a particular risk fell so that all committees became more aware of the main risks within their terms of reference.

One of the Committee's terms of reference is to advise the Corporation on the College's controls for securing economy, efficiency and effectiveness (value for money). To this end the Committee reviewed the College's value for money strategy, as well as its financial procedures and regulations, fees policy and financial guidance to staff.

The Committee has kept abreast of developments both externally, for example receiving a briefing on the Corporate Manslaughter and Corporate Homicide Act 2007 and internally, receiving the College Reports and Financial Statements for the Year End 2007/08; noting the College Financial Management and Control Evaluation and receiving reports on the progress of the College capital projects.

Other work undertaken during the year included reviewing the College's Freedom of Information Act Publication Scheme and Disaster Recovery Plan, as well as approving the Committee's annual report for submission to the Corporation and reviewing its own performance and terms of reference.

The Committees Priorities for 2008/09

- Ensuring the appropriateness of contract management and allocation in relation to the capital development projects and any other contract arrangements arising from business planning processes
- Ensuring that the risks associated with the capital projects, particularly regarding impact on the College's usual business operations, were managed appropriately
- Ensuring continued efforts in relation to embedding of risk management within the College
- Ensuring appropriate activities were being undertaken to ensure business continuity at the College
- Review of the updated Disaster Recovery Plan

- Helping any new members to settle into their role on the Committee.

Membership of the Committee

Ms H Oliver (Chair)

Mr W Archibald

Mr M Bateman (joined the Committee in June 2008)

Ms S Hopkins

REPORT OF THE FINANCE AND GENERAL PURPOSES COMMITTEE 2008/09

To meet the requirements of its Terms of Reference the Committee's work continues to be based on ensuring the College's solvency, safeguarding its interests/assets and securing value for money in College activities. Monthly monitoring of the College's management accounts is one of the key ways in which the Committee assesses the College's financial health.

During the period in question the Committee met four times. As in recent years, the Committee continued to devote a significant amount of time to the issues of the estate and funding. The Committee has monitored closely the preparation of the Application in Principle (AiP) for the building of a Skills Centre and the campus redevelopment. Great efforts were made to understand and limit the financial risk to the College of developing the AiP. Unfortunately in December 2008 the LSC made the decision to suspend approval of projects, leading to a large degree of uncertainty with regard to the College's capital project plans.

Concerning funding matters, throughout the year the Committee considered student recruitment and the LSC funding grant received by the College and the likely future receipts.

As usual the Committee reviewed and recommended to Corporation the Report & Financial Statements for the year ending 31 July 2008, the Budget for the year ending 31 July 2009, and the corresponding Financial Forecasts.

Other work undertaken by the Committee during the year has included: monitoring of the summer works programme; consideration of the College overdraft facility and approval of updated financial regulations and procedures.

The Committee has also been kept informed regarding the issues of: staff pay and conditions; the progress of Spring Training and the College liability in relation to the Local Government Pension Scheme.

Finally, the Committee has also reviewed its own performance and terms of reference.

The Committees Priorities for 2008/09

- Monitoring of the Application in Detail for the Skills Centre and subsequent purchase of land if the Application received LSC support
- Monitoring of the Application in Detail for the campus redevelopment
- Continued close monitoring of the monthly management reports and, in particular, of the College's staff costs
- Monitoring of recruitment for 2009/10.

Membership of the Committee

Mr P Hopkins (Chair)

Mr D Burns (joined the Committee in February 2009)

Dr S Claridge

Ms J Dann

Mr M Fairhurst (left the Committee in February 2009)

Mr J McDougall (Principal)

REPORT OF THE QUALITY, STANDARDS AND PLANNING COMMITTEE 2008/09

The Committee has met twice during the year and at its meeting in February 2009 elected Mr Mike Fairhurst as Chairman. As per its terms of reference the Committee has devoted the majority of its time to considering issues relating to: the future strategic direction of the College; maintaining quality in teaching and learning and the student experience and standards.

In relation to strategic matters the Committee received a presentation by the Principal on the College “Development Plan Priorities 2008/9 – 2010/11” which covered local and national priorities and the College response to them. The Committee has also noted regular reports on progress towards achieving the College’s annual strategic priorities; on matters concerning the development of its capital projects and on e-learning at the College now and in the future.

Regarding the maintenance of quality, the Committee discussed many reports such as the College’s: achievement and retention figures and targets; value added trends; lesson observation profile; Self Assessment Report and an analysis of complaints, compliments and thanks received by the Principal during the year. It also received regular information and reports from the Quality Performance Review Group and on the progress of the College application for reaccreditation under the Investors in People scheme.

In looking at the student experience, the Committee not only reviewed the results of the most recent student satisfaction survey but, in addition, discussed topics such as: the Learner Involvement Strategy; equality and diversity; attendance; withdrawals; destinations; enrichment activities and schools liaison. The Committee also received regular reports on recruitment and enrolment trends.

Finally, the Committee was kept up to date regarding certain staffing matters such as the latest staff satisfaction survey; 360 degree assessments and the development of the College Management Information Services Department. The Committee also undertook its annual review of the College Charter and Mission, as well as reviewing its own performance and terms of reference.

The Committee’s Priorities for 2008/09

- To receive a paper and demonstration on Moodle (virtual learning environment).
- Visioning for the new campus
- Personalised learning and how it was being addressed at the College
- How to ensure the planned building works did not result in a negative perception and impact on potential students and students at the College during the building phase.

Membership of the Committee

Mr M Fairhurst (Chairman) (Joined the Committee in February 2009)

Ms J Dann (Left the Committee in June 2008)

Mr O Davies (Joined the Committee in June 2008)

Ms E Emms

Mr J Harris-Burland

Mr J McDougall (Principal)

REPORT OF THE REMUNERATION AND EMPLOYMENT POLICY COMMITTEE 2008/09

The Committee is Chaired by Dr Simon Claridge and met twice during the period in question. The Committee has continued to make recommendations to the Corporation regarding staff pay and conditions, including those of the designated senior postholders and the Clerk to the Corporation. It has also been kept abreast of the appraisals of the designated senior postholders and the Clerk.

With regard to employment policies, the Committee has continued to monitor the operation of the College's equality of opportunity policies and received details of the College Continuing Professional Development Strategy and its implementation.

As in previous years the Committee received a workforce analysis report covering issues such as the College's staff profile, sickness absence, turnover and so forth. It also received the results of the staff satisfaction survey 2007/08 and regular reports on various staff matters such as "starters" and "leavers".

Finally, the Committee monitored the progress of the College's application for reaccreditation under the Investors in People Scheme and undertook a review of its own terms of reference and performance over the year.

The Remuneration and Employment Policy Committee's Priorities for 2008/09

- Formulation of the recommendations to make to the Corporation regarding the staff salaries (including those of designated senior postholders and the Clerk to the Corporation) for 2009/010;
- Consideration of updated employment policies for the College;
- Consideration of the outcomes of the application for continued accreditation of the College as part of the Investors in People Scheme;
- Monitoring the possible development of a competency based performance review system;
- Monitoring of teacher registration with the IfL; and
- Monitoring of the impact of the increased student numbers at the College in 2008/09.

Membership of the Remuneration and Employment Policy Committee

Dr S Claridge (Chair)

Mr W Archibald

Ms J Dann (left the Committee in October 2008)

Ms S Hopkins

Mr D Todman (joined the committee in October 2008)

REPORT OF THE SEARCH COMMITTEE 2008/09

The Committee is Chaired by Mr Bill Archibald and met twice during the year.

As dictated by its terms of reference the bulk of the Committee's work centred on the ensuring that the Corporation operated with a full complement of members and those members receive the appropriate training. During the period in question two new Corporation members were successfully recruited: Danny Burns and Mehrdad Nickbakhsh. A "training needs analysis" was conducted in Spring 2008 and another is currently underway. The Committee continued its work with regard to succession planning for future vacancies, and instigated the production of a list of potential new members.

As well as considering succession planning for the Corporation as a whole, the Committee has constantly reviewed the membership of the Corporation committees, addressing particular issues as they arose, such as the need to find a new Chair of the Quality, Standards and Planning Committee.

Other activities undertaken by the Committee during the year comprised: a review of the linked governor scheme resulting in some new arrangements; consideration of the Corporation's annual training programme; arrangements for the Corporation's annual conference held at Langrish House and a review of the Committee's own performance and terms of reference.

The Committees Priorities for 2008/09

- Improved analysis of the information collected from Corporation members, such as the Skills Analysis and Training Needs Analysis, to enable the Committee to more proactively address issues such as training needs
- Succession planning and the filling of any vacancies on the Corporation
- The filling of any vacancies on the Corporation Committees
- Continued investigation of ways to make membership of the Corporation more attractive and satisfying to members
- Ensuring that the Corporation had the requisite skills, not only to deal with the upcoming capital projects but also the strategic skills to enable the College to position itself and take advantage of the opportunities presented in an ever changing environment

Membership of the Committee

Mr W Archibald (Chair)

Ms S Hopkins

Mr J McDougall (Principal)

Ms P Thorn

Mr D Todman (joined the Committee in October 2008)

REPORT OF THE CAPITAL PROJECTS STEERING COMMITTEE 2008/09

The formation of the Capital Projects Steering Committee was approved by the Corporation in January 2008, its purpose being:

“To oversee the appointment of consultants and other professional service providers and confirm the design, construction and accommodation aspects of the estate development and Skills Centre, ensuring that all contractual, legal and financial matters are properly dealt with.”

The Committee is Chaired by Dr Mike Bateman and since its inception has met almost monthly.

The Committee has received regular reports from Drivers Jonas on the preparation of the College’s Application in Principle (AiP) for the construction of a Skills Centre and a redevelopment of the main College campus. As these reports used a “traffic light” system to monitor progress, particular attention has been paid to matters with a red warning code.

Over the year the Committee has spent a considerable amount of time looking at the financing of the preparation of the AiP and the projects as a whole, every effort being made to minimise the financial exposure of the College.

The College’s AiP was approved by the LSC Regional Board; however before it was considered by the National Capital Committee the LSC suspended the approval of all capital projects. A large surge in college proposals had opened an untenable gap between the resources identified and the cost of projects underway or in the pipeline. Currently the future of the College’s capital projects is uncertain and meetings of the Capital Projects Steering Committee have been suspended for the present time.

Membership of the Committee

Dr M Bateman (Chair)
Mr W Archibald
Dr S Claridge
Ms J Dann
Mr J Harris-Burland
Mr P Hopkins
Ms S Hopkins
Mr J McDougall (Principal)

HAVANT COLLEGE FE CORPORATION – List of Members

	First Appointed	Committee Work
Ms L Adshead (Student Member)	1 st April 2009	
Mr W Archibald Retired – Formerly MD of De La Rue Systems	1 st August 1992	Audit Remuneration & Employment Policy Search
Dr M Bateman Chairman, Southern Regional Flood Defence Committee, Environment Agency	1 st February 2008	Audit
Mr D Burns Managing Director, Apollo Fire Detectors Ltd	1 st April 2008	Finance & General Purposes
Dr S Claridge (Chair) Dean, Faculty of Creative & Cultural Industries, University of Portsmouth	1 st August 2005	Finance & General Purposes Remuneration & Employment Policy
Ms J Dann Consultant, Consultation Ltd	1 st August 2001	Finance & General Purposes
Mr O Davies Headteacher, Warblington School	1 st February 2008	Quality, Standards & Planning
Ms J Derbyshire (Student Member)	1 st April 2009	
Ms E Emms Clinical Lead for Stroke & EOL, Hampshire Community Health Care	1 st August 2007	Quality, Standards & Planning
Mr M Fairhurst Councillor, Havant Borough Council	1 st January 2008	Quality, Standards & Planning
Mr J Harris-Burland Managing Director, MindWorks Marketing	1 st April 2001	Quality, Standards & Planning
Mr P Hopkins Financial Controller, Eaton Aerospace	1 st August 2006	Finance & General Purposes
Ms S Hopkins (Vice Chair) Chief Executive, Havant Borough Council	1 st August 2002	Audit Search
Mr M Nickbakhsh (Staff Member) Teacher of IT, Havant College	1 st January 2009	
Ms H Oliver Director, H2O Accounting Ltd	1 st November 2006	Audit
Ms P Thorn (Staff Member) Every Child Matters, Co-ordinator, Havant College	1 st November 2007	Search
Mr D Todman (Parent Member)	18 th March 2008	Search Remuneration & Employment Policy

Mr J McDougall
Principal – Havant College

Clerk to the Corporation
Mrs B Billings – Havant College

Members Who Retired/Resigned from the Corporation between April 2008 and March 2009

	Date of Retirement/Resignation	Committee Work
Mr D Wood (Student Member)	31 st March 2009	
Ms F Yoward (Student Member)	31 st March 2009	

MEMBERS' ATTENDANCE

The members of the Corporation come from a wide background of experience and interest. The full complement is eighteen, and, whilst all members make every effort to attend meetings regularly, full attendance is rarely achieved. The demands of employment and other responsibilities, as well as illness and personal commitments, result in members missing meetings on occasion. The details of attendance at full Corporation meetings over the year are as follows:

Summer 2008

June 65%

July 65%

Autumn 2008

August 59%

September 65%

December 67%

Spring 2009

March 72%

COMMITTEE ROLES AND TERMS OF REFERENCE

Audit Committee

Role:

To provide independent and authoritative advice to the Corporation on the effectiveness of the College's internal control and management systems; and to ensure that adequate management systems are established, with sufficient independence of executive management, to act impartially on audit criticisms and with sufficient authority to make its actions effective.

Terms of Reference:

- To advise the Corporation on the adequacy and effectiveness of the college's systems of internal control and its arrangements for risk management, control and governance processes, and securing economy, efficiency and effectiveness (value for money).
- To advise the Corporation on the appointment, reappointment, dismissal and remuneration of the financial statements auditor and the internal audit service.
- To advise the Corporation on the scope and objectives of the work of the financial statements auditor, funding auditor (where appointed) and the internal audit service.
- To ensure effective co-ordination between the internal audit service, funding auditor (where appointed) and the financial statements auditor, including whether the work of the funding auditor should be relied upon for internal audit purposes.
- To consider and advise the Corporation on the audit strategy and annual internal audit plans for the internal audit service.
- To advise the Corporation on internal audit assignment reports and annual reports and on control issues included in the management letters of the financial statements auditor (including their work on regularity) and the funding auditor (where appointed), and management's response to these.
- To monitor, within an agreed timescale, the implementation of agreed recommendations relating to internal audit assignment reports, internal audit annual reports, the funding auditor's management letter and spot-check reports (where appropriate) and the financial statements auditor's management letter.
- To consider and advise the Corporation on relevant reports by the NAO and the LSC and other funding bodies, and where appropriate, management's response to these.
- To establish, in conjunction with college management, relevant annual performance measures and indicators and to monitor the effectiveness of the internal audit service and financial statements auditor through these measures and indicators and decide, based on this review, whether a competition for price and quality of audit service is appropriate.
- To produce an annual report for the Corporation and accounting officer, which includes the committee's advice on the effectiveness of the college's risk management, control and governance processes. The report should incorporate any significant matters arising from the work of the internal audit service, the funding auditor (where appointed) and financial statements auditor.
- To ensure that all allegations of fraud and irregularity are properly followed up.

- To be informed of all additional services undertaken by the internal audit service, the financial statements auditors and the funding auditors (where appointed).
- To monitor the work of the Risk Management Committee.

Finance and General Purposes Committee

Role:

To advise the Corporation on all aspects of the finances of the College: its banking and insurance requirements; its investment procedures and the utilisation and acquisition of assets. To consider and keep under review the relationship between the LSC and other funding agencies so as to ensure that contracts are as beneficial as possible. To advise the Corporation on any necessary fee-charging mechanisms. To consider any general issues as may be delegated to it by the Corporation and to make any necessary decisions on behalf of the Corporation, subject to the provision of the Articles of Government, on any matters of urgency where it is not possible to call a full meeting of the Corporation.

Terms of Reference:

- To consider and make recommendations to the Corporation on the annual estimates of income and expenditure;
- To receive and consider regular reports on the financial position of the College;
- To assess capital projects for recommendation to Corporation;
- To review campus development projects;
- To receive, consider and approve three year financial forecast information;
- To review each February, or as may be required, the Banking Services available to the Corporation;
- To review each June, or as may be required, the Insurance Services available to the Corporation;
- To consider and keep under review the relationship between the Learning and Skills Council and other funding agencies and to ensure that contracts are as beneficial as possible;
- To undertake such other duties as may be delegated to it by the Corporation.

Quality, Standards and Planning Committee

Role:

To advise the Corporation on matters concerning the medium and longer term strategies of the College, in its pursuit of excellence and to ensure its survival and prosperity in a competitive market.

Terms of Reference:

Quality

- To influence and help determine strategies which put the learner at the centre of all the College's activities, with the aim of improving the overall experience of the learner throughout their time at the College.

- To oversee, on behalf of the Corporation, the operation of the College's quality assurance cycle/quality management process and to ensure that appropriate action is taken where necessary.
- To receive student feedback on all issues relating to their learning experience, including an analysis of student surveys and complaints received.
- To review the results of staff opinion surveys.
- To review periodically the College's Charter.

Standards

- To consider targets for retention and achievement, as required by the LSC and to recommend approval to the Corporation.
- To monitor and evaluate performance annually against the targets.
- To receive and consider the College's Self Assessment Report and recommend it to the Corporation.

Planning

- To consider and review periodically the Strategic Planning information required by the Learning and Skills Council, and to recommend major changes to the Corporation.
- To consider and review proposals for the strategic development of the College's course and product range, and associated alterations/improvements to the College's resources, both human and physical.
- To consider threats and opportunities facing the College and advise on appropriate action.
- To advise on marketing and schools liaison activity.
- To review periodically the College's Mission Statement.

Remuneration and Employment Policy Committee

Role:

To undertake on behalf of the Corporation issues concerning the employment and conditions of service of staff.

Terms of Reference:

- Taking such advice as may be necessary, to formulate advice to the Corporation on the determination of the remuneration and conditions of service of the holders of designated senior posts and the Clerk to the Corporation;
- To ensure that, in the light of current legislation, appropriate employment policies and procedures are in place;
- To keep under review, make recommendations to the Corporation regarding, and implement as appropriate, recommendations of the Sixth Form Colleges' Employers Forum or any such succeeding body;
- To consider, and make recommendations to the Corporation, in the light of the needs of the College and/or any advice issued by the Sixth Form Colleges' Employers Forum matters concerning:
 - Contracts of Employment;
 - Grievance and Disciplinary Procedures;
 - the framework for the pay and conditions of service of College staff.
- To act as an Appeals Committee in cases of grievance or disciplinary action, other than for designated senior postholders and the Clerk;

- To consider, and make recommendations to the Corporation, on such procedures as are necessary for the recognition of Trades Unions appropriate to the employment categories of College staff, and procedures for resolving collective grievances and disputes;
- To receive and request regular reports on workforce planning such as staff sickness, absenteeism and other appropriate matters.

The Search Committee

Role:

To make recommendations to the Corporation on the recruitment, training and development of members in order to ensure that:

- It meets the requirements of the Instrument and Articles of Government
- New members have the right skills and motivation to join the Corporation
- Appropriate use is made of the skills and abilities of all Corporation members
- Opportunities are provided for members to develop a broad understanding of the responsibilities of the Corporation and the workings of the college

Terms of Reference:

- To review the membership and background of the Corporation in the light of the Instrument/Articles of Government, terms of office and required skills and develop an annual recruitment and training plan
- To identify suitable candidates who meet the requirements of this plan and are willing to serve on the Corporation
- To make recommendations to the full Corporation, for their approval and prior to a formal offer, on new membership and re-appointments
- To monitor the processes for the election of staff, student and parent members
- To evaluate the contribution of existing members prior to proposing re-appointment
- To provide suitable training for new and existing members to ensure they have the skills to fulfil their roles
- To consider Committee composition in the light of individual member interest, skill and development requirements and college strategy and make suggestions to both the Corporation and to individual members
- To identify and implement development/training opportunities for both the Corporation as a whole and for individual members
- To receive an annual report on the completion of the members' register of interests.

Capital Projects Steering Committee

Purpose:

To oversee the appointment of consultants and other professional service providers and confirm the design, construction and accommodation aspects of the estate development and Skills Centre, ensuring that all contractual, legal and financial matters are properly dealt with.

Terms of Reference:

- To ensure that all proposals fully accord with the College's Strategic and Development Plans.
- To ensure that all proposals meet the College's educational and curriculum needs.
- To ensure that all proposals are financially viable, are a sound investment and value for money.
- On the receipt of reports from the Principal and any appointed advisers, to approve:
 - appointment of any architectural design team;
 - design brief, if applicable;
 - selection and appointment of all other relevant required professional services;
 - need for any approvals or consents eg LSC capital funding applications;
 - proposed timetable for any works;
 - detailed building plans, if applicable;
 - approval of the tender for any construction works;
 - submission of planning applications, if applicable; and
 - types of building contracts used.
- In conjunction with the Finance and General Purposes Committee, monitor expenditure through the receipt of regular reports.
- To approve for signature any legal and contractual documentation (subject to referral to Corporation as may be required under the Instrument and Articles of Government or the College's Financial Regulations and Procedures).
- To approve submissions to the LSC and any other bodies as may be needed (subject to referral to Corporation as may be required under the Instrument and Articles of Government or the College's Financial Regulations and Procedures).
- To agree arrangements for receiving summary reports from senior College staff and the Project Managers who have responsibility for specific aspects of the detailed implementation of any accommodation works.
- To monitor and report to the Corporation on the performance of the principal consultants and contractors engaged by the College in connection with any works.
- To submit regular reports to meetings of the Corporation on progress in carrying out any projects or works associated with the College's accommodation strategy.
- To determine any matters that may be delegated to the Committee by the Corporation from time to time.