

**The Corporation
Ealing, Hammersmith & West London College**

**Minutes of the meeting of the Governing Body held on 13 December 2012
at Hammersmith campus**

Meeting began 6.00 pm

Chair: Sarah Dhanda

COR 12/31

Present and Apologies

1. Present

Valerie Amato	✓	Andrew Jackson	✓
Paula Bailey	✓	Iain Mackinnon	✓
Melbourne Barrett	✓	Abdiqani Ahmed Muse	x
Julia Clements-Elliott	✓	Brian Reeves	✓
Hilary Cowell	✓	Christine Whatford	✓
Sarah Dhanda	✓	Paula Whittle	✓
Lucy D'Orsi	x	Richard Willmer	✓

2. Apologies for absence: Lucy D'Orsi, Abdiqani Ahmed Muse

The meeting was quorate.

3. In attendance:

Mark Sellis-Deputy Principal Professional Services and Planning,
John Humphreys- Director of Human Resources and Change Management,
Emma Jarman-Assistant Principal Curriculum,
Jane Hadsel - Clerk to the Corporation.

4. Declarations of interests: None.

5 Chair's introductions and announcements:

5.1 The Chair formally welcomed the student Governors to the Board (they had been elected in October and had attended the Quality Committee meetings this term).

5.2 Governors have been sent an invitation by email for dinner for the retired Governor John Marston on Tuesday 22 January 2013 at 7.15 pm in Taste (Hammersmith).

ACTION: Governors to RSVP to the Clerk by 14 January.

5.3 Governors not members of the Quality Committee but who would like to attend that Committee's meeting on Tuesday 22 January 2013 at 5.00 pm as observers prior to coming to the dinner above were asked to inform the Clerk by 8 January.

ACTION: Governors who wish to attend the Quality Committee meeting to inform the Clerk by 14 January.

5.4 The Chair reported that Governors had responded favourably to the suggestion that the strategic planning meeting would run from Friday afternoon to Saturday afternoon, 1st -2nd February); details of the London venue would be circulated in January. Suggestions to the Chair by Governors of topics would be welcome.

ACTION: Agenda for strategic planning meeting advised by Chair / Principal

5.5 The Governors' Portal has been extended with a section for Governors' activities including, for example, a report back from the support Staff Governor about a recent staff governor conference which she had attended.

COR 12/32

Minutes of the meeting 12 September 2012

Report COR12.27

1. **Accuracy:** The Minutes were agreed as an accurate record and signed by the Chair.

2. MATTERS ARISING FROM THE MINUTES

Page 3 COR 12/27.1 Moulin House

The Deputy Principal (DP) orally reported that the College had not yet exchanged contracts on the advice of its lawyers as there were two issues not fully resolved: the current and lawful use for the purpose of providing student accommodation and details of overage. The DP said that while the process had been slow he did not think that the transaction was at risk.

Page 3 COR 12/27.2 Inclusive campus

1. The DP said that the planning application for the inclusive project at the Southall campus had been submitted to Ealing Council.
2. Iain Mackinnon said that he had had a meeting with the College's fundraiser appointed for this project who had given an encouraging report.

Page 3 COR 12/28.2.6 Staff survey

The Director of HR said that the survey had closed with 521 responses, a good participation rate. The College had pledged £1 donation to the West London Trust for each survey completed (£521 in total). He thanked the support staff Governor, Paula Bailey, for her encouragement last summer in sounding out staff as to whether they would participate in such a survey. A report on the survey and SLT's response is scheduled for the January Quality Committee meeting.

Page 4 COR 12/28.3 Committee business

The Clerk confirmed that the Committees had agreed specific targets for each Committee with the intention to review and report back to the Board at the end of the academic year. The Audit Committee had not discussed setting targets other than the target they already have, which is to review the Risk Register at each meeting.

COR 12/33

Strategic Plan 2012/15

Cover Report

Expanding Learner First - Strategic Plan 2012/15

Business Planning Diagram

Reports COR12.28, COR12.28a, COR12.28b

1. The Principal clarified that this was not a confidential report.
2. Governors commented that some of the targets still required numerical values, some deadlines might be too far in the future and achieving all the targets listed for 2013 might be problematic. The Principal agreed that some rebalancing was needed. The Board approved the Strategic Plan, and asked for a report back to the February Strategic planning meeting with the above matters addressed. The Board also agreed that the first in-year monitoring against the Plan this year should be reported to the February planning meeting.

ACTION: Reports to February planning meeting (completed Strategic Plan and first in-year monitoring against targets)

3. The Board also agreed to discuss at the planning meeting how to respond to recent changes in Government policy in which FE colleges may directly recruit 14-16 students (and reference to UTCs) and possible models of partnerships (discussed under COR 12/34.2 below).

ACTION: Agenda February Governors' strategic planning meeting

COR 12/34

The Principal's Report

Report COR12.29 (part confidential pages 1-4, 5)

Appendix 1 - Learner First Commitment for Staff strategy COR12.29a,

Confidential Appendix 2 - Staff terms & conditions, policy and practice COR12.29b,

Confidential Appendix 3 - Building & Construction action plan COR12.29c

Staff pay report back about new SMT pay scales

3. The Principal confirmed that this is not confidential. The Principal said that the new pay scales applied to the seven posts in the SMT and that she had made the proposal because of recruitment and retention issues which largely centred on pay. She clarified that progression up the scale would be dependent upon 'good or better' progress against specific targets (not against 'satisfactory' progress).

Confidential reports and minutes due to potential commercial sensitivity

COR12/34.4

Governors' links- Page 6 in Principal's report:

12. It was agreed that the Principal would canvass Governors in early January with information about focus groups and links related to preparing for Ofsted.

ACTION: Information to Governors

13. Governors asked that it be made clear to staff what is expected when Governors come into the College for various functions and link visits. It was agreed that the Chair, Principal and Clerk would review this and issue guidance.

ACTION: Information to Governors on Governor and staff protocols for College visits

COR 12/35

Self-Assessment Report 2011/12 – Executive Summary

Self-Assessment Report 2011//12

Quality Improvement Plan 2012/13

Reports COR12.30, COR12.30b, COR12.30b1, COR12.30c

1. The Quality Committee Chair introduced the recommendation of the Committee that the Board approve the SAR; and to take particular note that the executive summary with the SAR which followed on from the Committee meeting (15 November) had made the case as the Committee had asked for a grade 2 in leadership & management.

2. The Committee had advised the Board that while real improvements have been made, the pace of improvement has been slower than was needed to move the College to an overall grade 2 for effectiveness and therefore a grade 3 was justified.
3. Governors were concerned that two College departments have been judged to have performed unsatisfactorily (grade 4). The Assistant Principal said that this year detailed action plans were in operation.
4. Governors discussed possible reasons why the pace of improvement had been slow. The Chair of the Quality Committee said that the Committee had seen sufficient evidence in the improvement in the SMT reporting over the past year (and in particular in the reporting to the Committee by the Assistant Principal) which mirrored improvement in outcomes but the systematic investigation and interventions had only been clearly evident in the past year.
4. The Board approved the SAR.

COR 12/36

Report & Financial Statements to 31 July 2012

Report COR12.31

The Board approved the Report & Financial Statements to 31 July 2012.

COR 12/37

Report of the Audit Committee to the Board

Internal Audit Service Annual Report 2011/12 (MacIntyre Hudson)

Financial Statements' Auditor's report to the Audit Committee (RSM Tenon)

Reports COR12.32, AC12.17, AC12.18

1. The Audit Committee Chair presented the Committee's recommendations. The Board approved the Committee's Annual Report on internal controls with the internal auditor's opinion and the financial statements' auditors' opinion.
2. RSM Tenon Report pg. 9 had raised a point about the IAS monitoring of progress in respect to preparation for inspection, which had not been reported as completed; the DP said that this had been from last year, but he would check that any outstanding actions would be include in internal audit this year.
ACTION: Report back to Audit Committee meeting

COR 12/38

Management Accounts 3 months to 31/10/2012, Commercial Income, Learner Numbers

Reports COR12.33, COR12.33a

1. The DP presented this report which showed a small deficit against the projected break-even position, which he attributed to a slower start than expected of commercial activity particularly in International English Language Teaching (IELTS).
2. The F&GP Committee had asked that learner numbers reports show all learner numbers as of the date of the report, not only income lines.
ACTION: Management accounts and learner numbers reports to show all learner numbers
3. The F&GP Committee Chair said that the Committee had agreed a schedule of distribution of monthly management accounts to Governors and had asked that the schedule be implemented accordingly.

ACTION: Management accounts and learner numbers reports to F&GP and to Governors in accordance with the schedule

4. The report said that the “10 in 5” commercial strategy would be replaced in 2013 by a new growth strategy. Governors questioned if this had been discussed at the F&GP meetings; the F&GP Committee Chair said that the Committee had not yet had a report on the new financial strategy. The DP clarified that the “10 in 5” is operational at the present time, and the intention is to present an amended commercial strategy to F&GP.

ACTION: Commercial Strategy to F&GP Committee

COR 12/39

Risk Register

Reports COR12.34, COR12.34a

1. The Audit Committee Chair reported that the Committee had understood that this was produced in the College by a “bottom up” process. What is meant by “with Risk Appetite” in the Register was clarified as meaning that specific risk actions plans are flagged.

2. It was noted that earlier in this Board meeting (Item 2, Strategic Plan). Governors had agreed to discuss implications of under 16 provision (page 5 in Register regarding extension of Year 11 pilot).

COR 12/40

Safeguarding Annual Report 2011-12 2

Reports COR12.35, QPM12.46a

1. The Quality Committee Chair presented the Committee’s recommendation. The Board approved the Safeguarding Annual Report 2011-12.

2. There was a discussion about a student survey in the report (page 26) in which a small percentage had responded that they did not feel safe and welcome in College’s student service areas and what this response might mean. The DP and staff Governors suggested that this could refer in particular to student behaviour in the College’s common room at Hammersmith, which had been raised by staff at the recent staff forums with the Principal. The Quality Committee Chair and the Chair of the Board asked that the DP to investigate this issue and report back to the next Quality Committee meeting. The DP said that he would raise this at the next Safeguarding Committee meeting.

ACTION: Report back to Quality Committee and reviewed by Safeguarding Committee

3. In response to a question about overcrowding in the Southall refectory, the DP said that the College was opening up more space there.

4. Governors asked for assurance that under 16 year old students were appropriately supervised while at the College; the DP said they were.

COR 12/41

Health & Safety Annual Report 2011/12

Reports COR12.36, FGP12.42a, FGP12.42b

The F&GP Committee Chair presented the Committee’s recommendation. The Board approved the Health & Safety Annual Report 2011-12.

COR 12/42

Quality & Performance Monitoring Committee:

Minutes of meeting 23 October 2012, Minutes of meeting 15 November 2012

Reports QPM12.55, QPM12.62

Received.

COR 12/43

Audit Committee: Minutes of meeting 28 November 2012

Report AC12.27

Received

COR 12/44

Finance & General Purposes Committee:

Minutes of meeting 18 October 2012, Minutes of meeting 29 November 2012

Reports FGP12.51, FGP12.60

Received.

COR 12/45

Other Urgent Business

There was a request to reconsider the date of the 28 March Board meeting (next day leads into the Easter week-end holiday). The Chair said that the Clerk would report back in early January.

ACTION: Report back to Governors

COR 12/46

Publication of Minutes and Papers from this meeting

Confidentiality noted in the Minutes.

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Chair

date