

**THE CORPORATION
EALING, HAMMERSMITH & WEST LONDON COLLEGE**

Minutes of the Meeting of the Governing Body held on 22 May 2014

Meeting began 6.00 pm

Chair: Sarah Dhanda

Item 1.

COR 14/13

PRESENT & APOLOGIES

1. Present

Heather Clay	✓	Lisa Huggins- Chan	✓
Richard De St Croix (Support staff Governor)	✓	Rachel Kirsch (Teaching staff Governor)	✓
Julia Clements-Elliott	✓	Elaine McMahon (Principal Interim)	✓
Jim Coneybeare-Cross	✓	Robert Morley	X
Hilary Cowell	✓	Aparajitaa Richards (HE Student Governor)	X
Sarah Dhanda	✓	Christine Whatford	✓
Shad Hoshyar (FE Student Governor)	X		

The meeting was quorate throughout.

2. Apologies for absence

Robert Morley.

Membership changes were discussed under Chair's announcements below.

3. In attendance:

Principalship: Ala Uddin – Vice Principal Curriculum & Student Success (VPCS);

Anne-Marie Morais – Vice Principal Finance & Resources (VPFR);

Bryan Vines- Vice-Principal Business & Enterprise (VPBE);

John Humphreys – Assistant Principal Human Resources & Change Management.(APHR).

Jane Hadsel - Clerk to the Corporation.

4 Declarations of Interest

None.

5. Chair's Announcements

5.1. The Chair announced that Brian Reeves had resigned from the Board shortly before this meeting; he had also stepped down as a Councillor in LB Ealing and had relocated out of London. She would write to him to formally thank him for his contribution as a Governor.

5.2 His resignation means that there is a vacancy on the Board for a Governor and also an immediate vacancy for the role of Audit Committee chair.

Julia Clements-Elliott was asked if she would chair the forthcoming Audit Committee meeting (17 June); and she agreed. The Chair of the Board said she would attend as an observer; and suggested that any other Governor who wished to attend make this known to the Clerk before the meeting.

5.3 Brian Reeves' position as a governor had been as a nominee to the Board by the LB Ealing, stemming from the time when the Board had decided to have a formal relationship with Ealing Council for a representative on the Board. The Chair recommended that a search be started immediately for a governor with relevant audit experience, including professional audit expertise or experience of audit of systems and processes relevant to the College's needs.

5.4 She recommended that the relationship with the LA Ealing be part of a broader discussion about the balance of the Board at the July Board meeting with the new Principal. These actions were agreed.

ACTION: Initiate search for Audit Committee member;
Report to July Board 2014 on Board composition and balance

2. Rachel Kirsch, Teaching Staff Governor, will leave the College at the end of this academic year after a year on the Board. The Chair and Governors present thanked her for her contribution to the Board.

The Clerk reported that a teaching staff governor election would take place this term so as to enable a handover with Rachel with no gap in staff governor representation on the Board.

ACTION: Staff Governor election (Clerk action)

Item 2.

COR 14/14

MINUTES OF THE MEETING of the Corporation held on 27 March 2014

(part confidential)

Report COR14.18

1. The Minutes were approved and signed by the Chair

2. MATTERS ARISING IN THE MINUTES NOT ON THE AGENDA:

Matter Arising Page 3, COR 14/04, PRP report back scheduled for 1 May FGP

This had not yet been discussed: FGP had asked the APHR to arrange a teleconference.

Board 22.5.2013: The APHR said this was still to be arranged.

In the absence of the FGP Chair at this Board meeting, the Chair asked that FGP in June have a follow up report with a view to the July Board meeting.

ACTION: APHR to arrange teleconference; report to FGP June / Board July 2014

Matter Arising Page 5, COR 14/06, West London Student Trust

Board meeting 22.5.2013: A report had been received just before the meeting, which was tabled for Governors to take away and consider with a view to seeing if a current Governor might be interested in the Governor role on the Trust. Responses are to be sent to the Chair.

ACTION: WLST Board agenda July 2014

Matter Arising Page 5, COR 14/06, Sale of Moullin House

Board meeting 22.5.2013: The VPFR orally reported that the exchange of contracts had taken place on 7 May and that the planned completion date is 18 June.

Matter Arising Page 7, COR14.08.2 Business & Enterprise

Board meeting 22.5.2013: A Governor asked that there be an update to the Board about systems for enrolment and International recruitment: the Chair asked that these be addressed under the relevant item on this agenda.

Confidential to the Board and SMT on the grounds of commercial sensitivity.

Matter Arising Page 8, COR14/08.3 Human Resources Operational Plan

The APHR had been asked if the College had come to a decision about its relationship with the external payroll provider; he had responded that the College was close to a decision.

Board meeting 22.5.2013: The APHR said that the issues were about pension payments. Governors asked for clarification about why and what had been problematic; they had been told variously at Board and audit committee meetings over the past two years that the College was taking actions yet the situation had not appeared to have been satisfactorily resolved.

The APHR said he planned to report to the Audit Committee in June about this, which would clarify the College's position and what options could be taken and when.

He confirmed that the current contract runs to 2017.

The Board asked that all Governors receive this report to the Audit Committee so that the whole Board would be informed at the same time.

ACTION: APHR report on payroll provider to Audit Committee June 2014 and all Board

End confidential minute

Confidential pending publication of the Ofsted report

Item 3.

COR 14/15

OFSTED Report back

Report COR14.19

1. The VPCS added a slide about what happens next and a breakdown of the grades of the fifty-nine lessons which Ofsted had observed. In sum, Ofsted graded 76% of the lessons observed in the Inspection as being grade 2 or 1; the College's self-assessment completed last term reported that 88% of all lessons observed were grade 2 or 1 (all teachers had been observed).

The Principal said that it was essential that staff understand the implications of the Ofsted gradings; this information would be conveyed to all-staff in her weekly bulletin to staff.

Along with lesson observation profiles, the College had had feedback that outcomes for learners and success rates needed to improve and that value added was underdeveloped.

2. The VPCS reported that during the Inspection week, attendance and punctuality across the College was poorer than had been hoped for. However, there were notable exceptions in good attendance in ESOL, which comprises 40% of the funded provision. The two departments which the College had self-assessed in the SAR as grade 4 were graded by Ofsted as grade 3; this meant there were no grade 4 areas in the College in Ofsted's view.

3. The VPFR said that the initial feedback from Ofsted was that Teaching & Learning (T&L) assessment in the College needed to be more widely addressed than at present. The Teaching Staff Governor asked for clarification about what meant by wider assessment. The VPC said that the College policy at present did not sufficiently address these aspects; and that he would bring to the Quality Committee meeting in June an amended lesson observation policy for an Ofsted-like two working days' notice for lesson observations.

ACTION: VPCS report to Quality Committee June 2014 on amended T&L policy

4. It was agreed that the draft Ofsted report, which the College would receive shortly for an accuracy check, would be circulated to Governors for information.

5. A Governor raised two points about the HMI team and their feedback to Governors and the senior team at the end of the Inspection. These concerns were about the equality and diversity profile of the HMI team and the HMI's perception, expressed by the Lead Inspector, about the safety of the College's environment. Governors agreed that in fairness to the College's learners and staff, the Board's concerns should be made known to Ofsted. Another Governor who had attended the HMI briefing for Governors at the College last autumn asked that there be greater transparency about connections implied between finance health (the SFA's remit) and Ofsted's final judgements. The Principal was asked to convey these concerns in a letter to Ofsted to accompany the accuracy check response about the Inspection report.

ACTION: VPCS to circulate draft Ofsted report to Governors (for information);
Principal to respond to Ofsted about additional concerns

End of confidential Minute

COR 14/15.1 FE Dashboard

1. The Principal asked the Support Staff Governor to show the Board on the screen the new FE dashboard tool (launched in mid-May) and make quick virtual tour of its features. The Inspector had referred to it in his meeting with Governors. The electronic link had been sent to Governors.

2. The preview showed Governors how to view the data as reported against sector benchmarks; and how to see similar data for other FE colleges and Sixth Forms. The Principal said that all staff would be alerted to the tool, which Ofsted was using; and that staff should be aware of how data was reported across the sector in this way.

The following report and minutes were confidential as work in progress.

Confidential

Item 4.

COR 14/16

PRINCIPALS' REPORT, Report COR14.20

COLLEGE RECOVERY PLAN and RISK REGISTER, Report COR14.21

KPIs (updated 20 May 2014), Report COR14.22

1. The Principal Interim asked for a discussion of key points in the Recovery Plan as submitted on 30 April (pgs. 55 onwards in the report), Risk Register and KPIs (updated subsequently to the SFA submission) to better equip herself and the senior team (VPFR and VPC) in their meeting with the SFA on 23 May about the draft Recovery Plan, submitted on 30 April.

2. She advised that the Board should rigorously monitor progress at the Board meetings next year with appropriate KPIs monitored by the Committees.

3. Comments and questions on the Draft Recovery Action Plan:

1. The Action Plan would be amended following the Ofsted Inspection preliminary headlines grades accordingly.
2. Overall rag rating were suggested for the headlines (pg. 54).
3. It was suggested that the College might be able model the impact whether or not the College achieves the success rates aimed for this August.
4. The Principal said that value added should be better defined by the College and monitored.
5. The FE Dashboard had made targets (national averages) clear (visually placed at the centre of the field); it was suggested that the College should similarly be clear in its reporting against targets.
6. Ofsted had noted uneven work experience offered for learners.
7. It was suggested that there be performance Indicators for the marketing department to clearly link expenditure against student recruitment
8. Concern was expressed about the major risk that staffing restructure is delayed and the impact on planning provision for next year. The Principal said the course files had not yet been signed off.
9. MIS: the investment in a new system was noted and the rationale for it; however, this was not apparent in the accompanying Risk Register. The Principal said the Register would be amended.
10. The Teaching Staff Governor commented that enrolment screens were not yet active. The VPFR said that the College has a timetable that was sufficient for enrollment needs. The Chair asked that the VPFE and Staff Governor follow up these questions.
11. Targets linked to culture change issues (including staff development, appraisals) should be clearer.

4. The Principal said that she would find out from the SFA their advice for the College how to monitor the Recovery Plan. She recommended that SMT monitors key aspects weekly. The College would submit a final recovery plan by 30 June. She said that the summary had been communicated to all staff on the staff portal.

ACTION: Principal Interim submits Recovery Plan submission by 30 June
(final draft to FGP meeting 26 June)

End confidential minute

The next two reports (Items 5 and 6) were discussed together.

Item 5.

COR 14/17

9 MONTHS MANAGEMENT ACCOUNTS TO 30 APRIL 2014

Report COR14.23

Item 6.

COR 14/18

BUSINESS & ENTERPRISE UPDATE

Report COR14.24

1. The Board asked the VPFR and VPBE what, in their opinions, at this point would be the most likely end of year outcome. The VPFR said that assuming the sale of Moullin House, the main risk was around the outstanding delivery of the SFA budget. The Chair said for the FGP meeting in June, the costs of the delivery should be clear. The Principal said that SMT are monitoring this weekly.

The Board asked that there be a weekly update to the FGP. Monitoring should include not delivery against SFA allocation and the costs to the College.

It was agreed that the FGP June meeting should have a clear forecast about the end of year projection for the SFA allocation and the costs of delivery.

2. The Board was concerned about the International department and an apparent lack of some staff where some posts had been vacated or deleted before replacement staff were in place.

3. Governors commented that the collapse in tuition fees would appear to be such a significant factor in the projected deficit that they were concerned that the gap in income was too great to be filled by mainly subcontracting. The Principal said that the lack of forecasted 24+ loans take-up was also a factor.

4. The Board concluded that there still appears to be a gap between curriculum planning and delivery, evidenced by the fact that subcontractors identify and enroll learners which the College does not. Governors commented that the College's change programme was to have assisted in making staff more outward facing for recruitment of learners.

ACTION: Weekly monitoring of SFA delivery to FGP Committee;
FGP June meeting- SFA allocation forecast for end of year

The following report was Confidential to the Board on the grounds that it concerned staff issues.

Item 7.

COR 14/19

RESTRUCTURE UPDATE

Confidential to the Board

Report COR14.25

Noted but not discussed. An update to the June FGP meeting was scheduled.

Item 8.

COR 14/20

HANDOVER ARRANGEMENTS

1. The Chair reported to the meeting the following handover arrangements: Garry Phillips, the new Principal would start on Monday 30 June. Elaine McMahon, Principal Interim, would see though the Recovery Plan submission to the SFA and the core papers for the July Board meeting (17 July).
2. The Chair reported that she and Principal Interim had agreed that the Principal Interim would provide formal mentoring support for the new Principal as well as informal support.
3. At the Board/SMT strategic meeting in March, it had been suggested that there be a follow up planning meeting in July. Upon further reflection, Governors decided that with the handover arrangements as agreed above with the additional work for the SFA due at the end of June as well as the end-of-year scheduled meetings, an informal meeting with the new Principal in July (to be arranged) would be better. The Chair would discuss this with the new Principal.
4. The Chair said that this meeting would be the last Board meeting for Elaine McMahon as Principal Interim; all the Governors joined in thanking her.

ACTION: Progress handover arrangements -Chair

Item 9.

COR 14/21

COMMITTEE MINUTES

Draft Quality & Performance Monitoring Committee 5 April 2014

Report QPM14.25

Draft Finance & General Purposes Committee 1 May 2014

Report FGP14.32

Received

Item 10

COR 14/22

PUBLICATION OF PAPERS

Confidentiality noted in the minutes.

Chair

date

Meeting ended 9.00 pm