

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

**Minutes of the meeting of the Governing Body held on 28 March 2013  
at Hammersmith campus**

Meeting began 6.00 pm  
Chair: Sarah Dhanda

**Item 1.**

**COR 13/01**

**Present and Apologies**

**1. Present**

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

**2. Apologies for absence:** Paula Bailey, Melbourne Barrett, Julia Clements-Elliott, Lucy D'Orsi, Andrew Jackson, Richard Willmer.

The meeting was quorate.

**3. In attendance:**

Alexis Lautenschlager, Director of Commercial Development & Marketing (through Item 5);  
Senior Leadership Team (through Item 14):

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:**

The Chair, Sarah Dhanda, provided a note and diagram which explained the relationship of her employer, the British Marine Federation, as a member of the Management Board of the Maritime Skills Alliance, which in turn has retained secretariat services by Iain Mackinnon (Governor) of the Mackinnon Partnership.

**5. Chair's introductions and announcements:**

1. The Chair welcomed to the meeting Alexis Lautenschlager, Director of Commercial Development & Marketing, and members of the Senior Management Team.

2. Congratulations were offered to Emma Jarman, Assistant Principal, who would be leaving the College in June to take up a vice principal appointment at another college.

3. It was agreed to discuss under urgent business at the end of the agenda the report of the Principal's proposal to replace the AP Curriculum post.

4. The Chair called attention to two pieces of recent College news: a record number of IELTS at this College (954) had been recorded the previous Saturday and there had been a well attended student discussion forum at the Southall campus on the issue of forced marriage.

5. The Principal reported that two recent staff development days had been well attended by about 275 staff, lead by John Humphreys and his team.

**Item 2.**

**COR 13/02**

**Minutes of the meeting 13 December 2012**

Report COR 13.02

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

2. **MATTERS ARISING FROM THE MINUTES**

Page 4- COR 12/34, The Principal's Report (Proposal for a new teaching staff contract): Board meeting 28.3.2013: Governors discussed how the Board was to be kept informed of progress, whether through the F&GP Committee or to Board meetings directly. The F&GP Committee Chair said that the Committee had received a report at its most recent meeting (28 February 2013 - report was in the papers for this Board meeting); this report said that the brief to offer new contracts was scheduled to start in April, i.e. there had not been any further update. The Principal confirmed this and said that a report on progress was scheduled for the May F&GP meeting.

Governors agreed that they should be informed of progress either by F&GP's report back or directly to the Board, depending upon timing.

**ACTION:** Learner First for Staff and new teaching contract FGP meeting May 2013

No other matters arising were raised.

**Item 3.**

**COR 13/03**

**Governor Recruitment and Retention**

Reports COR13.03, COR13.03a

1. It had been agreed at the Governors' strategic planning away day in February to discuss governor recruitment and retention strategies at this Board meeting.

2. Governors agreed that the Appointments Committee (search) should develop and implement an action plan taking into consideration aspects for consideration and suggestions in the report and also the following points of discussion in the meeting:

- Evaluate skills mix of the Board at present (consider using external assistance to expedite).
- Identify pool of potential governors in the first instance who could bring business skills and experience relevant to the College's curriculum and local areas of operation.
- Utilise the College's business contacts (the Principal said that the College can produce a useful contact list).
- Governors are to be encouraged to utilise their own contacts from other activities to identify potential governors.
- Specific avenues suggested: Governors' One-Stop Shop, advertisement (national press), Hammersmith Business Improvement District (BID), Common Purpose.
- Noted that search for governors could support search for College Court membership.
- Information for potential applicants should identify possible benefits of being a Governor of this College; materials for search need to be attractive.

**ACTION:** Appointments Committee: Develop an Action plan and implement search for new Governors, report back to Board meeting May 2013

**Item 4.**

**COR 13/04**

**Awayday Action Plan**

Report COR13.04

Reports COR13.05, COR13.05a

1 It had been agreed at the Governors' strategic planning away day in February to develop an action plan for approval at this Board meeting.

Specific points discussed:

- Governors' email network-the AoC Governance Portfolio Group had not initially supported this (they would review it again in May); the Principal suggested that the 157 Group might be more supportive.
- Community and employers should also be explicitly included in the range of College's stakeholders and their views relevant to the College should be reported to the Board.
- It was agreed that the Board would monitor implementation of this action plan at Board meetings for the remainder of this year.
- Learner Journey Circle diagram was agreed: it was noted that the Committees this year have set monitoring targets to be referenced under the box 'Assess and Record Progress'.

**ACTION:** Monitor at Board meetings May and July 2013

**Item 5.**

**COR 13/05**

**Commercial Strategy and Marketing Strategy**

Presentation by Alexis Lautenschlager,

Director of Commercial Development & Marketing

Reports COR13.06 , COR13.06a, COR13.06b, COR13.07, COR13.07a

1. Governors welcomed these reports, which comprehensively and constructively reviewed the current position and proposed an imaginative range of strategies for creating and delivering commercial activity; and allied with that, how these activities could be marketed. The presentation showed a research and analysis 'roadmap', flagged to the end of April with a timeline and showed also how implementation would be monitored.

2. Governors agreed that what is identified as needing to be done requires a significant step up across the College.

Specific points discussed:

- How might staff be incentivised to adopt new commercial activity.
- How does the College's International directorate fit in with the Commercial Directorate (the Principal said that the new Director is already working well with the Director of the International College).
- Changing the College's name was discussed only to the extent that the Board agreed that a range of criteria should be agreed, which would come back for approval (a paper by Iain Mackinnon in 2012 which had been informally circulated in 2012 was referred to as having made useful suggestions about criteria). Criteria should include: a name that is shorter than the current name, denote a London presence, mean something, be unambiguously spelled, have a website domain available to acquire, accommodate the different campuses.

- It was noted that as of the end of this term, the College did not yet have a printed prospectus for 2013-14. The Principal said that this was in the process of being printed. The Director said that she would be involved in the summer recruitment.

**ACTION:** Report to FGP meeting May 2013 on commercial strategy action plan

**Item 6.**

**COR 13/06**

**The Strategic Plan 2012-13**

Reports COR13.08, COR13.08a

1. The Board agreed that this was a suitable tool as presented and the chronological format should be retained.
2. The Principal explained that some of the targets had not been fully included in this report format and this would be rectified in the next report. Governors agreed they would like to see which targets are met in the course of the year, what actions are planned to address missed (red) or in-progress (amber) targets and reporting against the annual targets.

**ACTION:** Report to Board meeting 23 May

**Item 7.**

**COR 13/07**

**The Principal's Report**

Report COR13.09

1. Page 1: Preparing for Ofsted: the Principal orally reported on her recent experiences as a governor on the board of another college which had just been inspected. She said that it had been an advantage that there had been high attendance at that governors' meeting with the Inspector and that the governors came across as knowing the college well. It was agreed that all EHWLC Governors should be briefed for Inspection as the performance of the College is a shared governing body responsibility. The Principal said that the SMT has briefing sheets which are basically ready and that these would be sent to Governors when an Inspection might be notified, which is normally on a Thursday for an Inspection in the following week.
2. Pages 5-6: Governance Equality & Diversity training: the Chair reported that even with only three external Governors present at the recent training session, the discussion had been useful, especially as it also offered those Governors present a chance for discussion with the Principal, the full SLT/SMT and Clerk. Those present had concluded that the scrutinising in terms of an approach of solely the "9 protected characteristics" was limiting and that the governing body should look for more aspirational criteria. The Board discussed whether having set questions to frame consideration of E&D issues in their policy decisions would be helpful; they agreed to consider this in relation to the policy on the agenda at this meeting (Item 9). Governors asked the Principal to advise them how E&D would best be monitored at a strategic level. The Principal said she would keep this under review and advise the Board.

**ACTION:** E&D monitoring- advised by the Principal

3. Page 7: Governors asked for further information about the campus management report. The Principal explained that she and the Deputy Principal would cover Southall as an interim measure next term. Governors asked for reassurance that the campus management

would provide an outward looking face as well as a senior face internally for staff and students.

4. The Principal orally reported that an interim Director of Vocational and Foundation Learning (in the SMT) had been appointed.

#### **Item 8.**

##### **COR 13/08**

##### **Management Accounts 7 months to 28 February 2013, Commercial Income, Learner Numbers**

Reports COR13.10, COR13.10a, COR13.10b, COR13.10c, COR13.10d

Presentation by Mark Sellis, Deputy Principal: Interpreting the College's monthly Management Accounts - what Governors need to know

1. The Deputy Principal reviewed what the key points are and how to interpret the key numbers. He said this would be the last commercial income report in the "10 in 5" format. Learner numbers are to be included with historical data to show comparisons with the previous year at the same points in time.

2. In this report, the significant issue is a possible £3.5 m shortfall, mostly attributed to under-delivery of the adult budget as well as a reduction in commercial income. The report said that the College had recently confirmed to the SFA that the College intends to deliver the full adult allocation this year. The Principal said that the College is looking for ways to deliver provision to make up the shortfall by the year end.

3. Governors asked that the management accounts report to the next F&GP meeting give a clear position statement about the extent of such a shortfall and what is being done about it before and by end of this financial year. Governors also asked for assurance that the College is within its financial covenants.

**ACTION:** Financial position report to FGP meeting May 2013

#### **Item 9.**

##### **COR 13/09**

##### **Principles and Processes for Investment**

Report COR13.11

1. The Chair lead a discussion based on the Governors' E&D training session (reported in the Principal's report above). It was agreed to consider an overall arching E&D question for this policy as to whether the policy might adversely impact on the College's learners and the Board concluded it would not. In applying this test question, the Board agreed to include this approach for future policy reviews.

2. The policy was approved. Governors asked also that F&GP consider seeking external advice to augment and support significant financial decisions.

#### **Item 10.**

##### **COR 13/10**

##### **Terms of Reference for the Finance & General Purposes Committee, Renewal of leases with the National Autistic Society**

Reports COR13.12, FGP13.11

1. The amendment to the terms of reference of the F&GP Committee was approved to take into account a remit for estate issues.
2. Governors agreed that the College needs an up to date overview of strategic options in respect to the whole College estate and that without a strategy the College might miss opportunities.
3. The renewals of the two leases with the NAS were approved.

**Item 11.**

**COR 13/11**

**Governors' Reports from Term 2 Department Review Boards**

1. The following Governors orally reported on their observations at the DRBs: Brian Reeves, Iain Mackinnon, Christine Whatford, and Valerie Amato.
  - Brian Reeves (KS4 at Southall) said that it struck him that there was a difference in opinion between aspects of the management's reports and what the students said.
  - Iain Mackinnon - Business & Retail said that there appeared to be a lack of tailored information about the quality of work experiences.
  - Christine Whatford (Building & Construction) said that the review justified the current self-assessment as grade 4 but management appeared confident that the scope of the issues was known; she also attended the Inclusive Learning review and said that the review was good evidence of the current self-assessment as a grade 1.
  - Valerie Amato (Creative Arts & Media) said that the staff had shown a high level of professionalism and the students were positive about their studies.
2. Governors who had attended the Reviews agreed that the experiences gave them additional useful insights into the College and recommended that all Governors attend a DRB.

**ACTION:** DRBs schedule to be circulated for next term and in Governors' training plan

**Item 12.**

**COR 13/12**

**Quality & Performance Monitoring Committee:**

**Minutes of meeting 22 January 2013, Minutes of meeting 12 March 2013**

Received.

**Item 13.**

**COR 13/13**

**Audit Committee:**

**Minutes of meeting 13 February 2013, Risk Register**

Received.

**Item 14.**

**COR 13/14**

**Finance & General Purposes Committee:**

**Minutes of meeting 28 February 2013, Learner First Commitment for Staff Strategy Reports COR13.17, FGP13.08**

1. Moullin House: The Deputy Principal reported that the College had received the contracts for the acquisition of Moullin House; the Chair was authorised to sign and the Clerk to seal the legal documents.

Governors asked that the College's plans for Moullin House be publicised to staff.

2. Learner First for Staff report for information (also discussed under Minutes, Matters Arising, above): Governors asked that the update to the F&GP meeting would be clear about what is proposed in the new contract.

**ACTION:** FGP meeting May 2013

The SLT present left for the remainder of the meeting.

**Item 15.**

**COR 13/15**

**Other Urgent Business**

**Confidential Report COR 13.**

***The report was confidential as it concerned named staff.***

**Item 16.**

**COR 13/16**

**Publication of Minutes and Reports**

Confidentiality noted in the Item 2 (part Minutes of the Board meeting) and Item15 (Senior Structure report and minute in this meeting).

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Chair

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date

Meeting ended 9.20 pm