

DRAFT

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

**Minutes of the Meeting of the Corporation held on 19 October 2016 at the  
Hammersmith Campus**

The meeting began at 6.00 pm with Tony Alderman in the Chair.

**ITEM 1**

**ATTENDANCE, APOLOGIES FOR ABSENCE AND ANNOUNCEMENTS**

**1.1 Present**

Tony Alderman	√	Nicki Golland	√
Adrian Asuquo	√	Michael Heanue	√
Heather Clay	√	John Jeffcock	√
Julia Clements-Elliott	√	Garry Phillips (Principal & CEO)	√
Jim Coneybeare-Cross	X	Nick Ratcliffe	√
Juliet Fallowfield	√	Hassan Rizui	√
Joanne Fintzen	√	Lucy Taylor	√

**1.2** Apologies for absence were **RECEIVED** from Jim Coneybeare-Cross. Sundeep Sangha continued on her sabbatical year.

**1.3 In Attendance**

Janet Gardner, Executive Director, Principal Hammersmith College  
Urmila Rasan, Executive Director, Finance and Shared Services  
Ray Shilling - Executive Director - Planning and Business Development  
David White – Interim Executive Director - Student Experience and Performance  
Keith Scribbins, Clerk

**1.4 Declarations of Interest**

Existing declarations were confirmed.

**1.5 Chair's and Clerk's Announcements**

The Chair thanked members for their good wishes during his illness. Particular thanks were due to Heather Clay who substituted for him on a number of matters. The Chair also reported briefly on the latest development in the Area Review process.

Whilst EHWLC was in discussion with merger/federation partners it was considered feasible for it to remain a stand-alone College should this transpire to be the case.

The Clerk made four announcements:

- It was time to review the membership of Jim Coneybeare-Cross. Jim had given long notice of his resignation at the end of this academic year. However, he was **REAPPOINTED** for a further three years (allowing for any change in his circumstances).
- Members were asked to complete the Prevent and Safeguarding Process without delay.
- Richard de St Croix had completed his term of office and retired from the College. He was thanked for his services.
- The Clerk proposed that the Remuneration Committee be given powers (on the advice of the Principal and Chief Executive) to appoint one or two existing staff as SPHs. This was **AGREED**.

## ITEM 2

### CEO REPORT COR 16.17

Garry Phillips introduced his report which was studied and **APPROVED**. The report covered, amongst other items, the following topics:

- Curriculum and Quality
- Accommodation matters
- Finances and financial recovery
- Business development
- Projects

A significant part of the report gave a progress update on the Corporation's six Critical Success Factors/Strategic Objectives, as follows:

- Creating an outstanding learner experience
- Effective Strategic Partnerships
- Innovation, creativity leading to greater effectiveness for learning
- Sustaining financial stability
- Workforce development
- Future proofing, sustaining and growing the market share

A copy of the slide presentation made is appended to the file copy of these minutes.

In response to questions the alignment between the KPIs and strategic objectives was explored. Information on student achievements was illustrated. Members also discussed the definition of market share in the context of EHWLC.

As well as concentrating on CSFs and KPIs, the report gave an update on the work of the FE Commissioner and the College's action plan. HR, curriculum and finance were also mentioned as was discussion with Barnet and Southgate College of a potential federation.

Following the discussion it was **RESOLVED**

that: The Corporation KPIs be **ADOPTED**

that: The response to the Area Review should be an acceptance of a stand-alone option without ruling out a merger/federation in due course

that: Care should be taken to avoid if possible the use of 'West London' in the title of other colleges

### **ITEM 3**

#### **CSF1**

#### **COR 16.18**

This paper, prepared by Janet Gardner and David White continued the discussion of CSFs by concentrating on CSF1 and Strategic Objectives: Creating an Outstanding Learner Experience.

Members discussed the statistics in the report, especially those relating to pass rates and achievements. The themes discussed the 'right learner, right course' theme, the celebration of excellence, progress with GCSE performance (with more still to be done), the use of specialist teachers to improve performance and the philosophy of continuous improvement!

The report recommended and the Corporation **RESOLVED**

that: Progress and performance be **NOTED**, targets for continued improvement be **NOTED**, monitoring of CSFs should continue throughout the year, the Corporation should continue to challenge and support the SLT in its drive to improve College performance.

The paper studied, inter alia, performance statistics, strategy and action, financial implications, impact and risks.

## ITEM 4

### CSFS 2, 3 AND 6 COR 16.19

This report was introduced by Ray Shilling. It covered:

- Effective strategic partnerships
- Innovation and creativity
- Future proofing sustaining and growing the market share

The background paragraphs concentrated on the Evolve Learning Group Ltd and other initiatives. It covered government policy, apprenticeships, the role of LEPs, local skill needs and apprenticeship delivery. The College's current strategy and its impact were described in detail.

The report and developments concerning the Evolve Learning Group Ltd were **NOTED** and the action being taken was **ENDORSED**.

Members congratulated Ray Shilling on the comprehensiveness and clarity of the report. The focus on SMEs was welcomed. Members asked for a further briefing, at a later date on recent developments in apprenticeships, levies etc.

## ITEM 5

### CSF 4 AND 5 COR 16.20

This report was introduced by Urmila Rasan. It covered the aim of sustaining financial stability and workforce development, RAG rating of achievements against the CSFs was appended to the report as were the management accounts for the period 1 August – 31 September 2016.

Members **NOTED** that the formal annual accounts, duly audited, would come to them for approval at a later date. Members also discussed pension issues and their impact, the actual against target trends, the RAG ratings and the work being done on the red areas. A letter from the Local Pensions Partnership was tabled and **NOTED**.

Members welcomed the recommendations in the report and, accordingly, it was **RESOLVED**

that: The out turn 2015/16 be **NOTED**

that: The targets for 2016/17 be **APPROVED**

that: The operating surplus of £850k (before audit) be welcomed

that: The trends of over and under delivery on contracts be **NOTED**.

## **ITEM 6**

### **COLLEGE PERFORMANCE REPORT**

#### **COR 16.21**

Members considered a report prepared and presented by David White. It studied performance in 2015/16 against targets set and national averages. Performance in recent years has been poor but the 2015/16 is much improved. Achievement at 85.4% is 3.1% above the national average. Achievement by 16-18 year old learners has improved (79%, an 11.5% increase) and provision delivered by partners has performed well. The paper put forward an action plan for sustaining and further developing these improvements. Finally, it looked at impact across a range of statistical measures and teaching, learning and assessment observations.

One focus for further action was to improve the apprenticeship numbers via the BDU and other measures. The College was moving from external to internal delivery in this and other areas.

Members **NOTED** the 2015/16 performance against targets and national averages and congratulated students and staff on the achievements.

## **ITEM 7**

### **COLLEGE SAR**

#### **COR 16.22**

The self-assessment report was studied in detail. More work remained to be done but early indications were that a substantial portion of provision was classed as 'good'. The ways in which governors could be engaged in the process were outlined. The curriculum area SARs are being validated by a panel. Self-assessments, by sectors, were also on-going. The scoring of grades (1 outstanding, 8 good, 6 requires improvement, 1 inadequate) showed the tasks still to be undertaken. Members felt that at the next strategic planning session there should be a concentration on poor and marginal performance and courses still causing concern. The engagement of governors in learning walks and study groups was vital.

Following discussion of the paper and strategies to improve the SAR it was **RESOLVED**

that: The emerging assessment themes be **NOTED**

that: The plans and timescales for producing the SAR 2015/16 be **NOTED**

that: The curriculum area SAR grades (provisional) be **NOTED**.

## **ITEM 8**

### **ACCOMMODATION AND PROPERTY UPDATE**

#### **ORAL REPORT**

Garry Phillips gave the following update:

The Hammersmith and Fulham Gateway project

The appointment of Ms D Aplin and Mr L Morley to advise the Principal, other senior staff and the governors on accommodation and property strategy. (This was in accordance with the Minute at Page 4 of the minutes of the meeting held on 12 July 2016)

Accommodation matters would be covered in depth at the next meeting.

The report was **NOTED** and the action taken was **ENDORSED**.

## **ITEM 9**

### **ANY OTHER BUSINESS AND DATE OF NEXT MEETING**

There was no other business.

The date of the next meeting is scheduled for 23 November 2016

## **ITEM 10**

### **SUPPLEMENTARY PAPERS**

These included a paper on ten things terrible trustees do and brilliant trustees don't!

The Minutes of the ARB meeting on 11 October 2016 were tabled for information.

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**Chair's Signature**

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**Date**