

DRAFT**THE CORPORATION
EALING, HAMMERSMITH AND WEST LONDON COLLEGE****Minutes of the Meeting of the Corporation held on 14 December 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	√	Michael Heanue	√
Adrian Asuquo	√	John Jeffcock	√
Deana Badaway	√	Garry Phillips (Principal & CEO)	√
Heather Clay	X	Jacinda Poku-Prempch	X
Julia Clements-Elliott	√	Nick Ratcliffe	√
Jim Coneybeare-Cross	X	Hassan Rizvi	√
Juliet Fallowfield	X	Lucy Taylor	√
Joanne Fintzen	√	Denise Waldron	√
Nicki Golland	√		

1.2 Apologies for absence had been received from Heather Clay, Jim Coneybeare-Cross, Juliet Fallowfield, Jacinda Poku-Prempch and John Humphreys.

1.3 In Attendance

Janet Gardner, Executive Director, Principal Hammersmith College

Laurie Morley, Fusion

Urmila Rasan, Executive Director, Finance and Shared Services

Keith Scribbins, Clerk

Roy Shilling, Director Business Enterprise

David White, Interim Executive Director, Student Experience and Performance

1.4 Sundeep Sagha continued on her sabbatical. Juliet Fallowfield had resigned – a matter to be referred to the Search and Development Committee.

1.5 Declarations of Interests

There were no new declarations.

1.6 Chair's and Clerk's Announcements

There were no announcements.

ITEM 2

COR 16.32

MINUTES OF THE MEETING OF THE CORPORATION HELD ON 23 NOVEMBER 2016

The Minutes were **APPROVED** as a correct record and signed by the Chair.

There were no matters arising.

ITEM 3

COR 16.33

HUMAN RESOURCES REPORT

The report, prepared by John Humphreys, was introduced by Garry Phillips. It was reported that sickness absence and performance (sometimes connected) varied by area. There were staffing shortages in some areas and a risk of redundancies in others. The apparent improvement in performance overall was to be welcomed. Members discussed performance issues, the reduction in the number of posts (and its effects), the ethnic and gender profile and other statistics such as casework and promotion.

The report on HR was APPROVED and the trends described therein were NOTED.

ITEM 4

CEO REPORT

COR 16.34

This report covered CSFs relating to Strategic Objectives, Governor KPIs, supplementary elements of the HR situation, the Curriculum, Finances, Accommodation, Devolution, Strategy, impact and financial implications and risks.

There was a wide ranging discussion with particular emphasis on the Sainsbury Review and the Hammersmith and Fulham Gateway Project. The fifteen routes within the Skills Plan attracted a good deal of interest and the finances (on target for 'Good' in 2016/17) were noted with satisfaction. It was expected that the Hammersmith and Fulham Local Authority would receive the planning application in September 2017 (ref the Gateway Development) The main strategy work was the development of fresh perceptions of the College (as the reputation improves) in the community.

Following this discussion the following **RESOLUTIONS** were made:

that: The supplementary aspects of the staff survey be **NOTED**.

that: The update on the H and F Gateway Project be **NOTED**.

that: The Lord Sainsbury Review, 15 Pathways and Skills Plan be **NOTED**.

that: The establishment of two new task groups be **APPROVED**.

that: The dates for the Strategic Planning Seminar (20/21 January 2017) be **NOTED**.

ITEM 5

REPORT CSF1

COR 16.35

This report, introduced by Janet Gardner, covered the College's objective to create an outstanding learning experience. The report dealt with attendance, retention and achievement and the quality of teaching and learning. The Executive Summary focused on the graded observation cycle, the steps taken (with consultants and others) to improve teaching and learning, the student induction survey, retention (99.1% against a target of 94%) and attendance (92.3% against a target of 89%).

In discussion a number of issues were raised, including:

- Work being done in respect of English and maths and the pattern of note, monitor and challenge.
- The good attendance figures, strategies which have led to the improvements and incentivising attendance.

The Corporation **RESOLVED**

that: The performance and progress to date against CSF1 be **NOTED**

that: Progress should continue to be monitored

that: The SLT should be supported in addressing and improving performance ref CSF1.

ITEM 6

CSFs 2, 3 and 6

COR 16.36

This report, introduced by Roy Shilling, covered effective strategic partnerships, innovation and creativity and future proofing. The work of the Evolve Learning Group Ltd was

described as were apprenticeships and the new model for their development. The generation of new opportunities was rehearsed and the local, regional and national position of the College as a provider of HE was also touched on as was financial implications and risks. On international work a staff visit to China was described. Again, the paper stimulated discussion especially about apprenticeships and international developments.

Members NOTED the non-levy ITT proposal and the strategies to achieve greater College visibility. The overseas visit to China was APPROVED.

ITEM 7

CSFs 4 and 5

COR 16.37

These CSFs deal with financial stability and workforce development. The paper by Urmilla Rasan illustrated changes in accounting standards, recruitment and the impact of under recruitment. The report also focused on fee income, performance against all targets and improved utilisation exercises to remedy deficiencies. The actions being taken, impact, financial implications and risks were discussed in detail. Concern was expressed about the shortfall in student numbers and the relative attraction of some courses against others. Members asked for further reports and it was felt that care needed to be taken in relation to staff costs as a percentage of income.

The Corporation RESOLVED

that: The underlying operating surplus of £25k be NOTED.

that: The under recruitment and decline in tuition fees be NOTED and the remedial action SUPPORTED.

that: The changes in format of the Management Accounts be NOTED.

ITEM 8

STAKEHOLDER SURVEYS

COR 16.38

David White introduced his report which was extensively discussed. The discussion focused on student views, staff views and employer views. The aim of gaining feedback and acting on it was a “relentless drive for excellence in all that we do”. Members also discussed the methods for collecting data and congratulated the College on the thoroughness of the work undertaken. Response rates were improving and the rating scales were elaborated in detail.

Members also raised issues of staff motivation and job security and the enhancement of the working environment. A number of new developments (eg surgeries on staff concerns) were described. In future there would be more analysis eg by area/department.

Overall, Members congratulated the College on the improvement in perceptions of the College underlying the report.

The Corporation NOTED progress with work experience, the further development of English and maths and access to student advice. It was also NOTED that an action plan will be developed on the basis of the survey and that improvements will be made in promoting the FE Choices survey to employers.

ITEM 9

SELF ASSESSMENT REPORT

COR 16.39

Members questioned the senior staff closely on this report. Roy Shilling and David White expressed confidence in the action programme. Each section and its grading was scrutinised and Members supported the views expressed in the draft.

It was RESOLVED

that: The draft self-assessment report be supported and the overall effectiveness grading as 'good' be endorsed.

ITEM 10

LEARNING TEACHING AND ASSESSMENT

COR 16.40

This report took up a number of items also covered in the report on CSF1. In discussion the monitoring of student activity was described and explained. The Corporation NOTED the gaps and variances and action being taken, the attendance at Professional Development and Training and action being taken and the impact of intervention strategies.

ITEM 11

SAFEGUARDING AND PREVENT

COR 16.41

The report set out an overview of safeguarding cases in 2015/16. The training and development of staff was described in detail. Student awareness, Ofsted monitoring and strategies adopted were also described in detail.

Members NOTED the referrals, the success rates of safeguarded learners, the Ofsted commentary and the planned actions (which were SUPPORTED).

Ideas for development included more awareness raising via the student forum and briefing on the implementation plan.

ITEM 12

HAMMERSMITH AND FULHAM GATEWAY PROJECT

COR 16.42

A confidential document was discussed. The report and the RIBA stages were studied in detail. The funding and potential possible funding gap was outlined. The stages of funding and the opportunity for governors to agree funding stage by stage was also outlined. There would be more information, for example, at the strategic planning seminar.

Following discussion of the wording of the recommendations set out in paper COR 16.42, the Corporation RESOLVED unanimously as follows:

that: The Grant Thornton Assurance Report should be APPROVED.

that: The draw down to take the College to RIBA stage 3 should be NOTED and APPROVED (£6.5M in addition to the £3M already approved).

that: The potential cost of enabling and decanting (circa £8M) be NOTED.

ITEM 13

COLLEGE FINANCIAL RECOVERY PLAN

COR 16.43

The Members NOTED the report and the progress made. The report was presented by Urmilla Rasan and it informed Members that a growth plan was being prepared to accompany the plan. This would be dealt with at the seminar and beyond.

ITEM 14

MANAGEMENT ACCOUNTS AND STATEMENTS

COR 16.44

This item had been touched on in the earlier discussion of CSFs 4 and 5. The full report was therefore DEFERRED.

Members NOTED that the relevant financial statements, letter of representation, report of the external auditors and internal auditors, plus the report of the Audit Committee, had all

been approved by the Audit Committee. Hence, the Financial Statements 15/16 and the Letter of Representation were APPROVED by the Corporation.

ITEM 15

ANY OTHER BUSINESS

It was reported that following an interview conducted by Tony Alderman, Garry Phillips and John Humphreys, it was recommended that Janet Gardner be appointed as the College's third senior post holder. This recommendation was APPROVED and the decision on terms (including salary) was remitted to the Remuneration Committee.

ITEM 16

DATE OF NEXT MEETING

Confirmed as 22 February 2017.

Chair's Signature

Date