

**THE CORPORATION**

**EALING, HAMMERSMITH AND WEST LONDON COLLEGE**

**REPORT OF EXTRAORDINARY MEETINGS**

- (1) SEMINAR HELD ON 20/21 JANUARY 2017**
- (2) QUALITY TASK AND FINISH GROUP HELD ON 24 JANUARY 2017**
- (3) FINANCE TASK AND FINISH GROUP HELD ON 24 JANUARY 2017**

**1 INTRODUCTION**

These three meetings, taking place within days of each other, covered a number of significant topics relating to strategy, accommodation, evaluation of governance, finance and quality. The papers are attached to the file copy of the agendas and calling notices.

Between them the meetings covered:

- Accommodation Update and Budget
- Commercial Strategy and Levy
- Financial Planning and Future Proofing
- Governance Evaluation
- Student Voice/Staff Voice and Employer Engagement
- Safeguarding/Prevent/Implementation Plan
- College Performance Report
- Courses Causing Concern
- Learning and Teaching Assessment
- FRP Update
- Management Accounts
- Three Year Forecast

## 2 TOPIC PRESENTATIONS AND PROCEDURAL MATTERS

Each of the topics was supported by a paper or spreadsheet and outlined by a senior member of the executive team, a consultant or the Clerk. Following presentations there were 'break-out' discussion sessions – the outcomes of which were reported in summary form. Similarly, in the working group meetings, the topics were supported by papers and presentations. In the working groups it was agreed to follow the terms of reference which had been developed for the Strategy Working Group and add the topics of finance and quality to these terms of reference as appropriate. Jim Conybeare-Cross was appointed Chair of the Finance Group and Heather Clay of the Quality Group.

## 3 SUMMARY, RECOMMENDATIONS AND RESOLUTIONS

3.1 The overview session opening the seminar studied mission, vision, values and related matters. These were **ENDORSED**. The Accommodation Strategy Update covered developments at Southall, Acton, Ealing and Hammersmith.

The resolutions were:

- THE PROGRESS ON THE HAMMERSMITH AND GATEWAY PROJECT BE NOTED
- CASHFLOW ON THE GATEWAY PROJECT BE NOTED.
- PROGRESS ON DISH BE NOTED.
- THE POSITION REGARDING THE FREE SCHOOL AT SOUTHALL BE NOTED AND THE PROPOSAL FOR THE EXECUTIVE TO EXPLORE OTHER OPPORTUNITIES BE ENDORSED.
- THE HEADS OF TERMS FOR POP-UP BE APPROVED.
- The Corporation was recommended by the Finance Task and Finish Group to **note** the spend profile of £250M build cost and agreed timescale of December 2017; **note** the commitment to date of £2M and **note** the spend to date.
- The FTFG also recommended, in relation to Southall Construction Academy, the **approval** of the business case with a ROI of six years.
- In respect of the Commercial Strategy and Levy, the Corporation resolved to NOTE THE KEY CHALLENGES.
- The session on curriculum strategy focused on the Sainsbury Review and Skills Plan. In discussion groups matters such as educational characteristics for the constituent Colleges were discussed. The report was NOTED.
- The report on financial planning and future proofing (covering College policy, College KPIs and Financial Ambition) was also NOTED.

- In relation to Governance, Members studied the Inspection criteria for outstanding and plotted the action necessary to achieve this position. The criteria and action was NOTED.
- Two strategic/accommodation matters were raised. The Principal and Chief Executive outlined the sources of funding for the build project. Members APPROVED the terms (put forward by Eversheds) for the acquisition of West London College Ltd. It was NOTED that because the company had not traded, limited due diligence had been undertaken.
- A paper on the future of 'A' level provision (cessation) was also APPROVED and the staffing consequences NOTED.
- The Quality Task and Finish Group received a paper on Student Voice/Staff Voice and Employer Engagement and noted the actions being taken and the plans for further surveys.
- The QTFG also studied safeguarding and prevent details and noted the statistics, the establishment of the Safeguarding, Equality, Diversity and Inclusion Group and actions being taken.
- In respect of College Performance the QTFG **recommended** that the Corporation **note**
  - Predicted overall achievement rate (80.9%)
  - Variations in performance and actions being taken
  - The effect of swift intervention strategies
  - Engagement in meaningful work experience
  - Performance of apprenticeship provision
- In respect of courses causing concern the Corporation was asked to **note**
  - The rapid improvement plans adopted
  - The creation of course achievement improvement boards
  - The role of Beacon teachers
- In respect of Learning, Teaching and Assessment, the Corporation was asked to **recognise and note**
  - The appropriateness of intervention strategies being undertaken
  - The strategies for addressing variances
  - Reporting arrangements on the range of intervention strategies being used
- The Finance Task and Finish Group noted the closure of CRP 15/16, the incomplete actions carried forward and the growth plan for 16/17.

- The FTFG studied the Management Accounts and asked the Corporation to **note**
  - AEB negative spend profile (£68k)
  - Adult apprenticeship shortfall (£195k) and new profit
  - The shortfall of £58k on 16-18 apprenticeship budget and £185k (19+ apprenticeships)
  - IELTS income shortfall (£212k) and development on new business plan
  - Revised cash flow to include H and F Gateway Project
  
- The FTFG asked the Corporation to **approve** the updated budget 2016/2017 and forecast, **approve** the commentary, **note** that the health category is good and **note** the risks and assumptions.