

**DRAFT**

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

**Minutes of the Meeting of the Corporation held on 22 February 2017  
 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	X
Deana Badaway	√	Garry Phillips (Principal & CEO)	√
Heather Clay	√	Nick Ratcliffe	√
Julia Clements-Elliott	√	Hassan Rizvi	√
Jim Conybeare-Cross	X	Sundeep Sangha	√
Joanne Fintzen	√	Lucy Taylor	X
Nicki Golland	√	Denise Waldron	√

**1.2** Apologies for absence had been received from Jim Conybeare-Cross, John Jeffcock, John Humphreys and Lucy Taylor.

**1.3 In Attendance**

Deborah Ann Aplin, Accommodation Adviser  
 Janet Gardner, Executive Director, Principal  
 Laurie Morley, Fusion  
 Urmila Rasan, Executive Director, Finance and Shared Services  
 Keith Scribbins, Clerk  
 Roy Shilling, Executive Director, Planning and Business Development  
 David White, Interim Executive Director, Student Experience and Performance

**1.3.1** Jonathan Clapton and Ainsley Moore (both of PWC) were in attendance for part of the meeting.

## **1.4 Declarations of Interests**

There were no new declarations.

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

1.5.1 The Chair welcomed everyone to the meeting and he extended a special welcome to Sundeep Sangha who had returned from her sabbatical leave. Introductions were made.

1.5.2 The Clerk distributed the following papers:

- Accommodation Strategy
- Gateway Project
- Common Inspection Framework – Governance Aide Memoire
- Guide to Outcomes for Students/Learners
- A Guide to the Effectiveness of Leadership and Management

## **ITEM 2**

### **COR 17.02**

#### **MINUTES OF THE MEETING OF THE CORPORATION HELD ON 14 DECEMBER 2016**

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

There were no matters arising.

## **ITEM 3**

### **COR 17.03, COR17.04, COR 17.05, COR17.06, COR 17.07**

#### **ACCOMODATION MATTERS AND ACTIVE DASHBOARD**

As well as the active dashboard (COR17.03) this topic covered strategy in respect of property and focused on:

- Hammersmith and Gateway Project (COR 17.04)
- Southall Manor House (COR 17.05)
- Southall Construction Academy (Berkely Pop Up College) (COR 17.06)
- Southall Community College Lease (COR 17.07)

The report on the Hammersmith and Fulham Gateway Project was confidential and was presented by Laurie Morley and colleagues from PWC. The presenters described the objectives to which they were working, progress with them and aims for the coming

months. Members discussed the availability of grants and corporate sponsorship and the appropriate density for the accommodation. Members felt it was appropriate to move to the next stage and seek to develop the most cost effective option. High density was the preferred option and, in terms of leasehold, a long lease was to be preferred. Members also discussed the physicality of the proposed buildings including whether or not they should be 'turned around' which might create greater height and value. A meeting with the GLA was described and there was optimism about the GLA planning prospectus. It was confirmed that the access routes were sufficient and the restaurants and cafes etc. remained in the plan. Talks were also taking place with the DfE.

COR 17.04 set out the relevant CSFs, a section on background and an executive summary. It also covered sections on strategy, impact, financial implications and risk.

Finally, it was **RESOLVED**

that: The good progress being made with the accommodation projects should be **NOTED**

that: In particular, the work done in relation to the Hammersmith Gateway should be **NOTED** and **APPROVED**

that: The report from PW confirming viability be **NOTED** and **ENDORSED**.

that: The risk and sensitivity analysis be **NOTED**

that: The planned expenditure against the budget of £9.5m be **NOTED** and **ENDORSED**

that: The continuation of the development of the project in line with the Gateway process be **APPROVED**.

Urmila Rasan introduced her paper on the Southall Manor House Project (COR 17.05). She explained there would be a delay of about two months because of damp and some heritage issues.

Members discussed the importance of the project as an innovative 'hospitality and catering hub'. It was **RESOLVED**

that: The following elements be **NOTED**

- The responsibility for the GLA grant
- The Financial Plan (not at this stage approved)
- The ROI (pay back six years with a positive return in the fifth year)

The constitutional arrangements (a community interest company limited by shares) was **NOTED** and **APPROVED**.

Members moved on to consider the Southall Construction Academy (Pop up College) (COR 17.06). The executive summary said that the academy would be situated on the Southall Waterside Development site. The enthusiasm for the project and its special character was very noticeable and members studied the financial plan and the recommendations associated with it. There was discussion of the ROI and NPV return. Members also discussed the significance of promoting local business growth and they studied the business case for this project in detail. It was **RESOLVED**

that: The business case for the Southall Construction academy be **APPROVED**

that: The ROI of six years be **NOTED**

that: The NPV return also be **NOTED**

A progress report was given on the development of the lease concerning Southall Community College and the pros and cons of different approaches to it. 'Recompense' figures of £600k and £400k were considered. Members felt the progress described should be further developed and the report was **NOTED** and action taken was **ENDORSED**.

#### **ITEM 4**

##### **CEO REPORT**

##### **COR 17.08**

The report updated governors on key developments in relation to curriculum and quality, accommodation, finances and the financial recovery of the College, business developments and current projects. The report summarised a number of the accommodation issues which had been dealt with previously in the meeting. Members asked for a future session on the new insolvency regime and Urmila Rasan was asked to review the insurance arrangements which were in place. Urmila also undertook to arrange a health and safety audit and to make any necessary amendments to the annual report on health and safety. Meanwhile the Health and Safety Policy (COR 17/09) was **APPROVED** subject to the correction of some typographical errors. Members congratulated the College on the achievement of Matrix standard and **RESOLVED** as follows:

that: The updates in the CEO report be **NOTED**

that: The issues of insolvency and liability be **NOTED**

that: The changes in the College's accounting methodology be **NOTED**

that: The Matrix standard award be **NOTED**

## ITEM 5

### CRITICAL SUCCESS FACTORS 1, 2, 3, 4, 5 AND 6

#### COR 17.10, COR 17.11 and COR 17.12

Janet Gardner and David White introduced the report on CSF1 and asked the Corporation to note the performance of the College in relation to targets and progress to date. There were ten specific areas all of which were **NOTED** and the action being taken was **ENDORSED**.

Ray Shilling dealt with COR 17.11 covering CSFs 2, 3 and 6.

He introduced his report and recommendations concerning apprenticeships and related matters. The purpose of the report was to inform members of the development of the CSF for the Evolve Learning Group and its strategies in future-proofing and growing the business and to stop the reliance on sub-contractors to deliver College Apprenticeships. The relevant CSF/strategic objective was the creation of effective strategic partnerships.

In introducing his report Ray Shilling gave a good deal of background about apprenticeships and recent West London Business Awards related to them. He described the sustainable apprenticeship delivery model. The estimation was that by the end of March 2017 there will be between 375 and 450 apprentices. The Evolve Learning Group was also studying ways to improve funding. Partnerships with Reed-NCFE and Reed & Partnership were described in detail. This Partnership aimed to increase the volume of apprenticeship starts. Finally, the paper dealt with end point assessment.

There was considerable discussion of these developments and members raised questions about the potential bankruptcy of JTJ and the action being taken to mitigate risks. Members supported the policy outlined and the attention to risk mitigation. In debate emphasis was put on protecting the future of the young people involved.

After this discussion the following resolutions were made:

that: The report introduced by Ray Shilling (COR17.11) be NOTED and the action set out in the report be ENORSED

that: The recommendations regarding JTJ be SUPPORTED and action being taken to mitigate risk be ENDORSED.

that: the number of non- Awarding Bodies (Register List of Organisations) be NOTED.

that: the Apprenticeship Assessment Organisational information and the cost of EPA and potential commercial revenue income for the College (once these arrangements are approved) be NOTED.

Members said they wished to closely monitor the action described in the report and the steps being taken to mitigate the commercial risk and the risks to young people. Pursuant to this, Members called for a further paper about continued mitigation of risk at their next meeting.

The area shaded above was provided for the inspectors in the recent College Inspection.

Urmila Rasan introduced paper COR 17.12 covering CSFs 4 and 5.

The executive summary explained the financial report and the section on staff utilisation. The key figures were included in the recommendations put forward for Board approval. These were approved and, hence, it was **RESOLVED**

That: the underlying operating deficit of £1,813k be **NOTED**

That: under recruitment against the 16-18 target of 2096 by 381, to date, be **NOTED**.

That: the under achievement in fee income (target £2,338k) of £340k be **NOTED**.

## **ITEM 6**

### **MANAGEMENT ACCOUNTS AND MID YEAR FINANCIAL UPDATE**

#### **COR 17.13**

The management accounts to January 2017 were **APPROVED**. Governors were asked to **NOTE** a number of features covering:

- The AEB spend profile
- Adult apprenticeships
- 16-18 apprenticeships
- IELTS income
- Contribution levels to target
- Action being taken to improve the situation

The mid-year financial update and commentary to the three year forecast was **NOTED**.

## **ITEM 7**

### **REPORT OF EXTRAORDINARY MEETINGS BEING THE CORPORATION SEMINAR (20/21 JANUARY 2017), THE QUALITY TASK AND FINISH GROUP MEETING (24 JANUARY 2017) AND THE FINANCE TASK AND FINISH GROUP MEETING (ALSO 24 JANUARY 2017)**

#### **COR 17.15**

The reports listed a large number of items ranging from accommodation to governance evaluation to college performance and financial health. The Clerk introduced the reports and distinguished between items which had been agreed by the Corporation and those that were recommended for such agreement (i.e. from the Task and Finish Groups). The recommendations were discussed and **APPROVED**.

**ITEM 8**

**ANY OTHER BUSINESS**

Members were asked to let Amanda Taylor, in HR, have their Certificates of Training in Safeguarding as soon as possible.

The Clerk announced that a Search and Development Committee meeting had been arranged for 22 March 2017 and amongst other items the meeting would deal with the vacancy created by the resignation of Juliet Fallowfield.

**ITEM 9**

**DATE OF NEXT MEETING**

This is scheduled for 22 March 2017.

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**Chair's Signature**

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**Date**