

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

**Minutes of the Meeting of the Corporation held on 24 May 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	X	John Jeffcock	√
Deana Badaway	X	Garry Phillips (Principal & CEO)	√
Heather Clay	√	Binda Rai	√
Julia Clements-Elliott	√	Nick Ratcliffe	√
Jim Conybeare-Cross	√	Hassan Rizvi	X
Joanne Fintzen	√	Sundeep Sangha	√
Nicki Golland	√	Lucy Taylor	√
		Denise Waldron	√

**1.2** Apologies for absence had been received from Adrian Asuquo, Hassan Rizvi, Deana Badaway.

**1.3 In Attendance**

Deborah Ann Aplin, Accommodation Adviser  
 Janet Gardner, Executive Director, Principal  
 Ainslee Moore, PWC  
 Laurie Morley, Project Director  
 Urmila Rasan, Executive Director, Finance and Shared Services  
 Keith Scribbins, Clerk  
 Ray Shilling, Executive Director, Planning and Business Development

## 1.4 Declarations of Interests

There were no new declarations.

## 1.5 Chair's and Clerk's Announcements

1.5.1 The Chair welcomed Cllr Binda Rai to the meeting. He mentioned the large number of visits and meetings taking place in relation to prospective mergers and other strategic matters. He also introduced the latest letter from Peter Launer, (Chief Executive of ESFA). This was **NOTED**.

1.5.2 The Clerk reminded members of the need to complete and return the meeting evaluation forms. He also reported on the special meeting of the Search and Development Committee held earlier in the day. Julia Clements-Elliott, Chair of the Committee, recommended the appointment of Cllr Binda Rai as an ordinary member for four years from the date of the Corporation meeting. Cllr Rai left the meeting for this item. Brief details were given of Cllr Rai's work and fuller details will be published in the Minutes of the Search and Development Committee. It was **RESOLVED**

that: The recommendation of the Search and Development Committee be **APPROVED** and Cllr Rai be appointed an ordinary member from 24 May 2017 for a four year period subject to eligibility requirements.

## ITEM 2

### COR 17.32

#### **MINUTES OF THE MEETING OF THE CORPORATION HELD ON 22 MARCH 2017 AND REPORT OF THE FINANCE AND QUALITY TASK GROUPS HELD ON 29 MARCH 2017**

The Minutes and report were **APPROVED** as a correct record and the resolutions of the Task and Finance Groups were **NOTED** and the recommendations were **ADOPTED**.

Under Matters Arising it was indicated that

- Details of governor liability insurance would be sent to Corporation members
- Briefing was needed on the new Bankruptcy regulations (**AFTER NOTE** – the Clerk is preparing a paper for consideration at the July Corporation meeting).

Deborah Ann Aplin would provide a written note (where necessary) for any Corporation meetings she was not scheduled to attend.

### ITEM 3

**COR 17.34, 17.35, 17.36 and 17.37**

#### **STRATEGY AND PROPERTY MATTERS**

These papers covered the following items:

- The strategy case for the H and F Gateway Project (PWC)
- Property update for the Project
- A general accommodation update
- Financial Budget Update

The presenters of these papers were Ainsley Moore, Laurie Morley, Deborah Ann Aplin and Urmilla Rasan.

There was extensive discussion and general support for the proposals made. A key theme was social housing and support was given for the inclusion of social housing (ie affordable housing) in the plans.

Following the discussion it was **RESOLVED**

that: The case for the Gateway Project put forward by PWC be supported.

that: In respect of the Gateway Project the following items be **NOTED**

- General progress report
- Current programme
- Expenditure against budget
- The plan to submit to the July Corporation meeting the decant budget and RIBA Stage 2 report
- Cost of refurbishment of circa £102m

that: The expression of interest application for the Skills for Londoners' Capital Fund should be submitted to the GLA on 12 June 2017.

that: The expression of interest application together with all its annexes (to be presented to the Task and Finish Group) be **APPROVED** with the Chair taking action if any changes are required.

that: The expression of interest application for the Institute of Technology also be submitted to the GLA on 12 June 2017.

Laurie Morley's paper (COR 17.36) covering general accommodation matters was **SUPPORTED**. This set out a number of matters to note eg the effect of purdah, the reduction of the rental income and the steps being taken in mitigation.

Finally, Urmilla Rasan's paper (COR 17.37, financial budget update) covered spend and variances. Following consideration of the paper it was **RESOLVED**

that: The profile and actual spend with a positive variance of £486k, be **NOTED**.

#### **ITEM 4**

##### **COR 17.38**

##### **CEO REPORT**

The CEO report gave a general updating on College matters and, in particular, performance against the CSFs and Strategic Objectives.

There were sections on HR (leadership and management restructure), the curriculum (2017/18 provision), Finances (recommended removal from intervention), Mergers and Skills for Londoners. Some of these developments had been discussed earlier in the meeting and discussion now concentrated on staffing reforms and merger options (Kensington and Chelsea, Epping Forest and Walthamstow).

A review of potential mergers had been prepared by Mills and Reeve, Solicitors. All the reports were **NOTED** and the governors welcomed the Ofsted report (Grade 2 from Grade 4) and the Commissioner's view. All potential mergers were **NOTED** and the Chief Executive and his staff were encouraged to develop them further. The new senior staffing structure was **SUPPORTED**.

#### **ITEM 5**

##### **COR 17.39, 17.40, 17.41 and 17.42**

##### **CRITICAL SUCCESS FACTORS**

These reports were introduced by Janet Gardner, Ray Shilling and Urmilla Rasan.

Members **NOTED** the progress against the targets and the variances. This included lesson observations (81% good or better), retention (97% against 94% target) and achievement (concern over some aspects of apprenticeships).

Members were directed to a number of features of the CSFs, in particular:

- Performance relating to apprenticeships
- Statistics covering timely achievement
- Under-recruitment in a number of areas
- Small underlying surplus (£5k)
- Self-assessment as satisfactory

In discussion, strategies for mitigating the risk of redundancies were outlined in detail. It was also reported that a new member of staff had been appointed to chase the achievement of 'right course, right level with right support'.

Members also asked about the College's capacity to deliver the improvements aimed for. The senior team expressed optimism about this. There was also confidence about reducing the deficit. Some clarification was sought in relation to the RAG ratings.

The reports on the CSFs were **NOTED**.

The recommendations were all **APPROVED**.

## **ITEM 6**

### **COR 17.43**

#### **CASHFLOW**

Urmilla Rasan gave a detailed account of cash flow developments. The key factor was the advance of £10m to the Gateway Project and the expectation of repayment as soon as the land sale is concluded. Work with PWC to study options to finance the repayment of the cost of RIBA Stage 3 (£9.5m), meet the cost of decant and achieve tax efficiency was described in detail. The projection set out a positive variance working capital requirement of circa £4m. This was **NOTED** with pleasure. The Corporation also **NOTED** that a bank rolling facility may be required and asked the SLT to explore this need.

The cash flow projection was **NOTED**.

## ITEM 7

### COR 17.44

#### MANAGEMENT ACCOUNTS AT APRIL 2017

The accounts covered 16-18 numbers, AEB income, 19+ apprenticeships, staffing structure and redundancy budget. Current strategy included close monitoring of the language school and its business plan, and the re-profiling of partnership delivery. It was **NOTED**

that: 19+ apprenticeships are below target by £303k

that: Premises cost is overspent but this is expected to revert to line

that: Marketing is also overspent but is also expected to revert to line by the year's end.

The accounts for April 2017 were **ADOPTED**.

## ITEM 8

### AOB

It was reported and **NOTED** that the City of Westminster College may wish to discuss a merger/federation possibility.

The SLT were asked to pursue this discussion.

## ITEM 9

### DATE OF NEXT MEETING

This is scheduled for 21 June 2017.

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Chair's Signature

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Date