

Agenda Item No: COR18.13

DRAFT

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

**Minutes of the Meeting of the Corporation held on 21 February 2018
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	√	Cllr Binda Rai	X
Adrian Asuquo	√	Abhi Pandya	√
Heather Clay	√	Garry Phillips (Principal & CEO)	√
Julia Clements-Elliott	X	Sundeep Sangha	√
Joanne Fintzen	√	Denise Waldron	√
Michael Heanue	√		

1.2 Apologies for absence had been received from Julia Clements-Elliott and Cllr Binda Rai.

1.3 In Attendance

Deborah Ann Aplin (Accommodation Officer)
Janet Gardner (Executive Director, Principal)
Laurie Morley (Project Director)
Urmila Rasan (Executive Director, Finance and Shared Services)
Keith Scribbins (Clerk)

1.4 Resignations

It was reported that Michael Heanue's last Corporation meeting would be 21 March 2018. Joanne Fintzen subsequently indicated that her other commitments prevented her renewing her period of office.

1.5 Declarations of Interests

There were no new declarations and existing declarations were continued.

1.6 Chair's and Clerk's Announcements

There were no announcements but the Clerk drew attention to the tabled letter (dated February 2018) to Chairs and Principals of Corporations from the Further Education Commissioner. The letter dealt with additional support and interventions. It was **NOTED**.

ITEM 2

COR 18.02, COR 18.03, AC 18.02

MINUTES OF THE MEETING OF THE CORPORATION HELD ON 22 NOVEMBER 2017 AND 21 DECEMBER 2017, MINUTES OF THE AUDIT COMMITTEE HELD ON 22 NOVEMBER 2017

These Minutes were **APPROVED** as a correct record.

Under **Matters Arising** Michael Heanue reported that he had received a reply from Urmila Rasan concerning a query he had raised about loan approval. The Clerk reminded members that they had already approved the Annual Report of the Audit Committee. The Corporation now **NOTED** the resolutions of the Audit Committee concerning the ALS Audit, the Finance Audit, the Internal Audit Assignment reports and Risk items.

ITEM 3

ORAL REPORT ON THE MINUTES OF THE FINANCE AND GENERAL PURPOSES COMMITTEE/FINANCE TASK GROUP MEETING HELD ON 21 FEBRUARY 2018

The Clerk indicated that the full minutes would be dealt with at the next Corporation meeting. Michael Heanue, who had chaired the meeting, gave an oral report saying that the papers before the Committee (also before the Corporation) had been **ADOPTED** and **ENDORSED** by the Committee.

ITEM 4

COR 18.04

CEO'S REPORT

This report covered the following items:

- KPIs and progress
- HR – Staff Voice Action Plan and Staff Survey
- Curriculum – Institute of Technology and Mayor's Construction Academy
- Finances, including Finance Recovery Plan
- Apprenticeship provision
- Strategy/Action

The CEO emphasised the overhauling of Evolve, the drive to a good financial health rating and improvements needed in timely achievements for apprenticeship provision.

Debate concentrated on the proposed, but 'paused' merger with Kensington and Chelsea College. Comments made included:

- Disappointment at the 'pause' decision and thanks to the CEO and SLT for the work done up to this point
- The fate of shared services and the £100k grant towards this. The Commissioner had indicated that any additional expenditure could be met from KCC reserves if their Corporation agreed
- Meetings held with local MPs

The CEO moved on to mention the prospect of an alliance/merger with Lambeth College – a matter to be pursued later. The recent developments regarding the Hammersmith and Fulham Gateway project were also mentioned and this theme was taken up under the next item on accommodation. Meanwhile, arising from the CEO report, it was **RESOLVED**

that: Progress had been made with the H and F Gateway and costings estimate now £115m (from £165m) but see below, were **NOTED**.

that: The position of the College as a potential merger partner with Lambeth College be **SUPPORTED**.

that: The proposal to overhaul Evolve and seek partnerships with independent training providers be **APPROVED**. A full business case (re Evolve) to be brought back to the Corporation with a clear improvement plan to ensure that quality and financial outcomes of Evolve are addressed and improved.

that: The CQP Committee scrutinise the performance of Evolve and its supporting action/improvement plan as a standing agenda item.

Finally, the Corporation **NOTED** the FE Commissioner's diagnostic assessment report relating to KCC, the RSM apprenticeship audit findings and the Morgan Hunt document on the appointment of a Managing Director for Evolve.

ITEM 5

COR 18.05

H AND F PROJECT FUNDING

Laurie Morley introduced his paper which updated members on the College estate since their meeting on 19 January 2018. The Corporation **NOTED** the current way forward, the proposed land sale process and cash flow. It was also **NOTED** that in respect of Hammersmith the RIBA Stage 3 report would be near completion at the end of February 2018. The Executive Summary section of the report covered: Acton, Southall, KCC and Hammersmith, but most discussion centred on Hammersmith.

The key points in discussion were:

- Was there a change in policy envisaging a sale before planning permission? The answer was 'no' but attempts were being made to engage the interest of developers and to establish putative value
- The planning issues around 'affordable housing' were also raised. The positive relationship with GLA was mentioned. The key difficulty was with the planning authority. A sale agreement, subject to planning, was not impossible but members said great care had to be taken about this. Laurie Morley agreed to compile a list of all previous accommodation decisions by the Corporation (relating to sale), assisted by the Clerk, if necessary
- There should be updates at each meeting of the Corporation and monitoring by the F and GP and Audit Committees
- The new budget should be £115m including £75m land sale receipt

Finally, Garry Phillips indicated that it was important to get valuation subject to planning agreements. The size and shape of the new build would need to reflect the funding envelope (as determined by the valuation and any other factors).

The proposals set out in COR 18.05 and the master plan were **APPROVED** subject to the items (listed above) covered in debate.

ITEM 6

COR 18.06, COR 18.08

CRITICAL SUCCESS FACTORS

Reports were **RECEIVED** on CSFs relating to the 'Outstanding Experience', 'Sustaining Financial Stability' and 'Workforce Development'.

The Corporation **NOTED** all the items set out in the reports, including:

- Retention
- Attendance
- Observations (teaching and learning)
- Progress against College teaching, learning and curriculum targets
- Learner counts
- The application for the advance loan facility
- IELTS income
- Sub-contractor provision
- Review of any vacancies before decision to appoint

In discussion the mid-year budget of EBITDA deficit (£1200k) was explained in detail. The RAG rating documents associated with the CSF reports were **APPROVED** and all the proposed items for noting were also **APPROVED**.

ITEM 7

COR 18.09

MANAGEMENT ACCOUNTS FOR SIX MONTHS TO 31 JANUARY 2018

Work with Martin Smith (Consultant) on accounts format and character was described by Urmila Rasan. Urmila outlined the accounts focusing on the executive summary (mitigation measures and revised forecast), the income and expenditure account and the balance sheet.

The current strategy was described as:

- The managing of staffing resources
- Weekly reports to SLT (income against curriculum plan, for example)
- Budget monitoring at Director and Heads level

Members **NOTED** a large number of points connected with the accounts, including:

- The £1.2m EBITDA deficit
- Apprenticeship sub-contractor and other income targets
- IELTS target
- Draw down facility negotiations

Finally, the management accounts were **APPROVED** (including the cash flow prediction) together with the recovery plan and milestones.

ITEM 8

COR 18.10

APPRENTICESHIP UPDATE

Janet Gardner introduced her report and asked the Corporation to note and/or approve a number of aspects of it. These included:

- The strategy to reduce reliance on sub-contract provision
- Apprenticeship provision and some underperformance

- Delivery improvements
- Recent bids and their success

Discussion included the significance of levy arrangements and the need to advertise the College's successes in the apprenticeship area.

The report was **NOTED** and the strategies described were **ENDORSED**.

These included the growth of internal provision, fortnightly reviews and external support (FEA).

ITEM 9

COR 18.11

STRATEGIC PLANNING SEMINAR

The report on the seminar was welcomed and **APPROVED** subject to the correct spelling of Tom Scaif. There had been substantial progress in the seminar on accommodation, merger policy, vision, mission and governance, the recovery plan and the H and F Gateway cash flow.

ITEM 10

DATE OF NEXT MEETING

21 March 2018.

Apologies for absence from Sundeep Sangha.

Chair's Signature

Date