

Agenda Item No: COR18.33

DRAFT

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

**Minutes of the Meeting of the Corporation held on 23rd May 2018 in Room
G202/G203 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	√	Raymond Hilditch	√
Callum Anderson	√	Roslyn O'Garro	√
Adrian Asuquo	√	Abhi Pandya	x
Rhea Basista	x	Garry Phillips (Principal & CEO)	√
Heather Clay	√	CLr Binda Rai	√
Julia Clements-Elliott	√	Divica Reid	√
Leila Elsibare	√	Sundeep Sangha	√
		Denise Waldron	√

1.2 Apologies for Absence

Apologies for absence were received from Rhea Basista and Abhi Pandya.

1.3 In Attendance

Deborah Ann Aplin (Accommodation Advisor)
Janet Gardner (Executive Director, Principal)
Laurie Morley (Project Director)
Keith Scribbins (Clerk)
Martin Smith (Consultant)

1.4 Declarations of Interest

There were no new interests and existing declarations were confirmed.

1.5 Chair's and Clerk's Announcements

The Chair reported on the College's position in the performance tables. It was the top London College and ranked sixth in the country. Members congratulated the Principal and Chief Executive, the staff and the students on this achievement.

The Chair reported that Sundeep Sangha had opted to serve for a further term of three years (from the date of this meeting) and this was **APPROVED** by the Corporation.

1.6 Clerk's Announcements

The Clerk reported on the process for the appointment of the new Principal and Chief Executive and the new Executive Director, Finance and Resources. FE Associates had been appointed to carry out the headhunting function. The Clerk also reminded members of the selection panel for the Principal and Chief Executive post (Tony Alderman, Heather Clay, Cllr Binda Rai, Denise Waldron and Abhi Pandya). There was also discussion about the selection of the Executive Director Finance and Resources.

AFTERNOTE: The Chair asked the Clerk to seek the involvement of Callum Anderson and Cllr Binda Rai in the appointment of the Executive Director, Finance and Resources. The appointment of the Principal and Chief Executive will take place on 14th/15th June and the appointment of the Executive Director, Finance and Resources will take place on 28th/29th June. Shortlisting which is to be carried out by the Chair and Vice-Chair of the Corporation, will take place on 7th June 2018.

This report was **ADOPTED** by the Corporation and the action taken was **ENDORSED**.

ITEM 2

COR18.22

MINUTES OF THE CORPORATION MEETING HELD ON 21ST MARCH 2018 AND REPORT (ORAL) ON THE SEARCH AND DEVELOPMENT COMMITTEE MEETING HELD ON 17TH APRIL 2018

2.1 The Corporation minutes were introduced by the Chair and **ADOPTED**. There were no matters arising.

2.2 Julia Clements-Elliott gave a report on the meeting of the Search and Development Committee held on 17th April 2018 and expressed her delight about the decision of the Committee to propose the appointment of Callum Anderson and Reymond Hilditch as ordinary members. In the first instance their terms of office will be for three years from 23rd May 2018. This proposal was **ADOPTED** by the Corporation subject to the necessary completion of membership documentation.

ITEM 3

COR 18.23 AND COR 18.24

CURRICULUM DEVELOPMENT AND NART DATA

3.1 Janet Gardner introduced both these topics and outlined the national achievement rate tables. She gave a slide presentation covering the change in curriculum climate, the need for growth and developments concerning Southall Manor and the West London Construction Academy. The presentation dealt with challenges which required agile and swift responses and greater efficiencies whilst maintaining quality. Members discussed the NHS partnership and the perennial question of A levels and the need to avoid duplication within the College and between this College and other Colleges.

3.2 In relation to the NART data Members were asked to note achievements (first in London and sixth nationally) and the general improvements in retention, pass rates and apprenticeships - a 12.3% improvement on 2016/2017. The paper set out a number of graphs covering trends at all levels and for all types of student. Members welcomed the achievement statistics and the clear presentation set out in Janet's paper. Finally it was

RESOLVED

that: The Curriculum Update be supported

that: The positive NART statistics be welcomed

that: The efforts to improve apprenticeships (with the assistance of the Curriculum, Quality and Performance Committee) be noted.

ITEM 4

COR 18.25

CEO'S REPORT AND OFSTED LETTER ATTACHMENT

4.1 Garry Phillips introduced his report covering curriculum and quality, accommodation, financial recovery and business developments. It also outlined the Ofsted letter (27th April 2018) which gave information on monitoring visits, sub-contracted provision, self-assessment and new providers.

4.2 Members felt that the report showed great signs of progress and the College was congratulated on the improvement/recovery plan. Work in relation to the Mayor's construction academy and the regional skills build (Acton) were discussed as was the Ofsted letter. Members were also interested to hear of the proposed visit to the College by Dame Alison Wolfe (6th June 2018) and a number of Government officials.

4.3 Garry Phillips also reported on project work being undertaken to simulate an Ofsted inspection on apprenticeships. It was **RESOLVED**

that: The progress with achievements, the improvement/recovery plan, the construction academy and related matters and the Ofsted letter all be NOTED and SUPPORTED

ITEM 5

COR 18.26

ACCOMMODATION UPDATE

5.1 Laurie Morley introduced a confidential report with attachments including a letter of support from High Speed Rail. The report covered developments across the estate including Ealing Green, Southall College and Hammersmith. Members were asked to **NOTE:**

- **The possible requirement for additional costs (post planning application)**
- **Positive progress with all projects**
- **The financial health of the projects (within budget)**
- **The possible need for additional funds**
- **The OPDC lease and the need to order work by the fit out contractor for OPCD**

Laurie reported good progress with the consultation including discussion with St Paul's Court residents, staff and students. Deborah Ann Aplin reported on progress in discussions with the GLA and Homes for England.

5.2 Members were asked to raise any queries with Laurie and Deborah and the matters set out in the report were **NOTED** and the action taken was **ENDORSED**.

ITEM 6

COR 18.27, COR 18.28, COR 18.29, COR 18.30 AND COR 18.31

CRITICAL SUCCESS FACTORS AND FINANCIAL MATTERS

6.1 These topics were introduced by Janet Gardner and Martin Smith.

6.2 Janet Gardener's paper covered CSF 1 and showed progress in relation to the strategic objective of creating an outstanding learner experience. The paper covered retention and achievements (discussed earlier in the meeting) and the student survey (increase by 49%). Overall retention was 0.9% above target with 16- 18 year olds being in line with target and 19+ learners being 1.7% above target. Learners in receipt of additional support had a retention of 96.6% (0.7% above the College average). Members welcomed these statistics and congratulated the staff and the students on the achievements which they displayed. It was particularly pleasing that attendance had become stable. Retention was good and achievement was improving. Members **NOTED** all of the data and congratulated the College on the work involved in achieving CSF1.

6.3 Martin Smith presented his financial review and financial plan 2018. This went up to 2020/2021. Work was being done on completing the curriculum plan and detailed staffing and non-pay budgets. Work was also in hand on cost reduction measures and applications for medium term, low cost loans. The background to the plan was demographic changes, funding cuts and diversification of the College's offer. A failure to meet previous financial targets and the proposed investment in the Gateway project was draining cash flow and a thorough review of the financial position was taking place. In essence the plan required a reduction in expenditure, an improvement in recruitment and class sizes, the maintenance of non-pay costs at current levels and a reduction in consultants' costs. For apprenticeships growth from £1.2m - £3.7m (2020/2021) was needed and sub-contracting should be reduced (by £3m) and sites should be rationalised. The paper analysed the impact of these proposals, the financial implications (a return to profitability and financial health as 'Good') and the risks were also analysed.

6.4 Martin Smith also introduced the Management Accounts for the 9 months ended 30th April 2018 and the cash flow forecast to July 2019. Members **NOTED** and **APPROVED** the management accounts and **NOTED** the cash flow forecast. Some of the items raised in discussion were the bank covenants, overheads, the full time/part time staff mix and the need for growth in apprenticeships. It was also suggested that a seminar might be held on 20th June 2018 bringing the start time of the Corporation forward to 5.30pm. The Clerk undertook to consider this possibility.

6.5 Finally, the draft financial review and financial plan was **NOTED** at this stage as an excellent document and in the expectation that the final plan would be considered at the June meeting for approval.

ITEM 7

CONFIDENTIAL SESSION

7.1 Tony Alderman and the Clerk introduced this report and it is the subject of a separate confidential minute

ITEM 8

DATE OF NEXT MEETING AND ANY OTHER BUSINESS

8.1 The date of the next meeting is scheduled for 20th June 2018.

8.2 There was no other business.

Chair's Signature

Date