

Agenda Item No: COR18.73

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

**Minutes of the Meeting of the Corporation held on Wednesday 17 October
2018 in Room LT3**

The meeting began at 6.15 pm with Binda Rai in the Chair.

ITEM 1

ATTENDANCE, APOLOGIES FOR ABSENCE AND ANNOUNCEMENTS

Present

Callum Anderson	√	Raymond Hilditch	X
Adrian Asuquo	X	Roslyn O'Garro	√
Heather Clay	X	Cllr Binda Rai	√
Julia Clements-Elliott	√	Sundeep Sangha	X
Leila Elsibaie	√	Denise Waldron	X
Karen Redhead	√		

Apologies for Absence

Apologies for absence had been received from Sundeep Sangha, Heather Clay, Raymond Hilditch, Denise Waldron and Adrian Asuquo. The meeting was quorate.

In Attendance

Graham Morley, Project Consultant
David Rose, Finance Director
Andrew Smith, Interim Deputy Principal
Martina Joachim, Executive Assistant (minute taker)

1.1 Declarations of Interest

Cllr Binda Rai is an Ealing Councillor and anything relating to Ealing borough is to be noted.

1.2 Chair's Announcements

There were no Chair's announcements.

1.3 Clerking Service

CEO updated the Members on further legal advice given in relation to the clerking service. The CEO sought approval from the Board to delegate the power to consider the paper on the dismissal of the Clerk to an 'ad hoc' committee of the Board. This ad hoc committee would be able to meet between this Board meeting and the next Board meeting (this could be by dialing in). This was **AGREED**. The CEO sought three volunteers from the Board to form this committee. It was **NOTED** that Callum Anderson, Binda Rai volunteered. The CEO will seek one more volunteer from among the absent members of the Corporation by email.

1.4 Clerk's Announcements

1.4.1 Interim Clerking arrangement

The CEO informed the Board about interim clerking arrangements. Interim clerk's services were engaged to support the Corporation for a number of days between October and December 2018. The interim clerk will also support November and December Board meetings.

1.4.2 Instruments and articles

The CEO presented the Instruments and Articles paper on behalf of the interim clerk and proposed correction to the document on page 4 'appointment of chair and vice chair' to remove the reference 'shall appoint a replacement from among themselves'. The proposed change was **AGREED** and the document was **ADOPTED**.

1.4.3 Recruitment

The CEO circulated a draft design of an advert for Chair, Vice Chair and Director of Governance (Clerk to Board). It was proposed by Members to add 'unremunerated' roles for Chair/Vice Chair and remunerated for Clerk. The Members **AGREED** for the College to proceed with the campaign.

1.4.4 Finance & General Purpose Committee - 8 October 2018

Due to the constitution of this subcommittee and the number of vacant posts including Chair of Corporation, Chair of F&GP and Board members with accountancy and estates expertise, it was decided to postpone the forthcoming meeting. There was much debate about the postponement, since Board Members are acutely aware of the criticism regarding operation of board committees in the FE Commissioner's report. It was **AGREED** to postpone the meeting but to allow sufficient time for finance matter to be discussed by all board members at the next Corporation meeting. It was also **AGREED** that the interim clerk should comments work required to review the operation of committees.

ITEM 2

MINUTES OF THE CORPORATION MEETING HELD ON 26 September 2018

2.1 The Corporation minutes were introduced by the Chair and **ADOPTED**.

ITEM 3

MATTERS ARISING

There were no matters arising.

ITEM 4

CEO REPORT

The CEO sought an expression of interest from two governors to join monthly ESFA case conferences in person or by phone. Martina Joachim will contact the Board seeking their nominations.

It was **NOTED** that:

- the ESFA expected an invitation from the College to attend the Board meetings in observer capacity as additional monitoring measure. The Board agreed to inviting the ESFA pending CEO's advice from professional bodies,
- the College participated in the Colleges week campaign based around unfair funding rates in FE,
- the enrolment continues to go up and has increased from 1844 for 16-18 olds reported in the last meeting to 1871 at close of play 9 October 2018,
- the CEO commenced implementing actions to improve staff morale and full action plan will be presented in November Board meeting.

ITEM 5

PROPERTY AND ACCOMMODATION UPDATE

Graham Morley provided a verbal update on estates options the college needs to consider as part the College's Estate strategy and the Members **NOTED**;

- that the ESFA reaffirmed their requirement for a duty of care regarding the estates strategy,
- the tabled Estate Strategy Scope document that was agreed by ESFA,
- that there continues to be funding gap between £35.5million & £15.5million for Hammersmith & Fulham Gateway project, while the College also needs to repay the ESFA Intervention funding (circa £8.5m),
- that Hanson Gardens are now on the market,

- WLCA and Park Royal College are now fully operational but financially challenging
- the options presented for Southall and Ealing Green College,
- that there is no further update on the application for Hammersmith college to be a listed building.

The Board discussed the possibility of holding a Board strategy session on 21 November 2018 16.00 - 18.00 pm. This was **AGREED**.

ITEM 6.1 UPDATED FINANCIAL PLAN

Interim Finance Director presented updated financial plan (further to July submission) and the Board **NOTED** that:

- no growth in 16-18 classroom income in 2019/20 has been assumed,
- reduction in growth in apprenticeship income compared to the original plan,
- the college will not achieve the 97% tolerance level of its AEB contract for 2017/18,
- no growth in fees, commercial and other non-contract income,
- Advanced learner Loan income was reduced by £300k each year,
- AEB growth in 2018/19 has been removed,
- reduced net sale figure of £350k for Hanson Gardners has been assumed for 2019/20,
- The College will remain Inadequate for Financial Health in 2017/18 and 2018/19, but in 2019/20 it is forecast to improve to Satisfactory.

Staffing costs will continue to be brought down from 91% as a % of income to 74.5% in 2 years, through a combination of reducing agency staffing wherever possible, freezing vacancies, and, as a last resort, redundancies.

It has been assumed that the College will sell some of its estate by the end of 2019/20 realising an estimated receipt of £10m. This cash will be utilised to repay the £8.5m EFS to the ESFA and the balance will support the working capital and operational improvements, and the Gateway project.

The Board **APPROVED** this approach.

ITEM 7.1 CRITICAL SUCCESS FACTORS 1 ITEM 8 PERFORMANCE REPORT ITEM 9 QUALITY IMPROVEMENT PLAN

Items 7, 8 and 9 were covered altogether. Andy Smith circulated a hard copy of the most up to date headline figures (final outcomes for 2017/18); the document is attached below and the Members **NOTED** the data and outcomes. It was acknowledged that the format of performance data reporting requires improvement.

ITEM 7.1 - updated report tabled at the meeting

Learner Outcomes		2016/2017	2017/2018			
		Out-turn	Out-turn	Variance	Target	Variance
1	Overall Achievement All Ages (Governor KPI)	91.2%	91.5%	0.3%	87.4%	4.1%
2	Overall Achievement 16-18 (Governor KPI)	82.5%	82.2%	-0.3%	83.4%	-1.2%
3	Overall Achievement 19+ (Governor KPI)	93.3%	93.3%	0.0%	92.0%	1.3%
4	Timely Retention All Ages (Governor KPI)	95.1%	95.2%	0.1%	95.8%	-0.6%
5	Timely Retention 16-18 (Governor KPI)	91.3%	89.2%	-2.1%	91.4%	-2.2%
6	Timely Retention 19+ (Governor KPI)	96.0%	96.4%	0.4%	97.0%	-0.6%
7	Overall Pass	95.9%	96.1%	0.2%	94.9%	1.2%
8	Overall Pass 16-18	90.4%	92.2%	1.8%	91.3%	0.9%
9	Overall Pass 19+	97.2%	96.8%	-0.4%	94.2%	2.6%
10	Apprenticeship achievement 16-18	64.8%	64.5%	-0.3%	70.0%	-5.5%
11	Apprenticeship achievement 19-23	47.8%	67.6%	19.8%	70.0%	-2.4%
12	Apprenticeship achievement 24+	54.8%	58.1%	3.3%	70.0%	-11.9%
13	Apprenticeship achievement 16-18 (timely to date)	55.7%	60.7%	5.0%	65.0%	-4.3%
14	Apprenticeship achievement 19-23 (timely to date)	44.6%	47.2%	2.6%	65.0%	-17.8%
15	Apprenticeship achievement 24+ (timely to date)	53.3%	19.1%	-34.2%	65.0%	-45.9%