

## EALING, HAMMERSMITH AND WEST LONDON COLLEGE CORPORATION MEETING

Date	21 November 2018	Time	18.30
Venue	Hammersmith and Fulham College, Room LT3, Gliddon Road, London W14 9BL		
Chair	Binda Rai		

**Membership:** Callum Anderson; Adrian Asuquo; Heather Clay; Julia Clements-Elliott; Leila Elsibaie; Karen Redhead (CEO) ; Raymond Hilditch, Roslyn O'Garro; Cllr Binda Rai (Interim Chair); Sundeep Sangha; Denise Waldron.

**In attendance:** David Rose, Interim Finance Director (IFD); Andrew Smith, Interim Deputy Principal (IDP); Terry Stevens, Assistant Director Infrastructure and Services (IDP); Charles Nelson – Director of Inclusive Learning and ALS (DAL&IL); Abida Umarji – Head of Student Services; Girma Ejere – ESFA Observer

### Apologies:

The meeting began at 18.25 with Heather Clay acting as Chair and the Corporation agreed to nominate Ra Hamilton-Burns as the Clerk for the meeting.

	ITEM	ACTION
1.	<p><b>Apologies</b> Apologies were received from Sundeep Sangha and Pareese Bryan.</p> <p>Heather Clay welcomed Girma Ejere, ESFA observer and Ra Hamilton-Burns as temporary clerk.</p> <p><b>Declarations of interest</b> Cllr Binda Rai is a Councillor for the Borough of Ealing</p> <p><b>Chair's announcements</b> The Chair announced that Pareese Ryan had been elected as FE student member of the Board. Elections for the HE student are still to take place.</p> <p><b>Clerk's announcements</b> There were none.</p>	
2.	<p><b>Minutes of the previous meeting</b> Correction for both September 2018 and October 2018 – Martina Joachim had been appointed as Clerk for both meetings in addition to taking the notes.</p>	

	<b>AGREED: MINUTES OF THE CORPORATION HELD ON 17 OCTOBER 2018 WERE AGREED AS AN ACCURATE RECORD.</b>	
3.	<p><b>Matters arising</b></p> <p>Page 2 – Karen Redhead reported that the ad hoc committee that had been agreed to deal with the matter of the former Clerk had not needed to convene. She will report progress on this matter to the Board when it is available.</p>	
4.	<p><b>CEO report</b></p> <p><b>FE Commissioner Intervention and recovery plan</b></p> <p>Karen Redhead provided a full report to the Board. In accordance with the intervention process<sup>1</sup> the College has submitted the draft recovery plan to Ann Milton, Skills Minister. Feedback has since been received and Karen Redhead will provide an updated version to the Board at a future meeting. It was agreed that the recovery plan should become a standing item at Board meetings going forward with a progress report.</p> <p>The Board discussed the areas of challenge and Karen Redhead reported that the ESFA and FE Commissioner are looking for far more rapid financial recovery than had been planned. This has been discussed in detail on 13/14 November with the FE Commissioner advisors and options had been outlined. Some of those actions had been discussed in a Board estates workshop immediately before today's board meeting and the insolvency regime will add urgency to this recovery plan. Karen Redhead is grateful for useful discussions with Bob Smith, FE Commissioner Advisor, which have offered support and challenge to the senior team</p> <p>The key areas of focus must be:</p> <ul style="list-style-type: none"> <li>• Cash neutral budget for next year</li> <li>• Break-even budget for 2020/21</li> <li>• Achievement of the 65% national benchmark for staffing cost to income by the end of 2019/20</li> </ul> <p>Karen Redhead is trying to secure additional resources to support David Rose, interim financial director, for remodelling the three year financial plan, recognising the other time consuming interventions work in which he is involved.</p> <p><b>ESFA</b> - the College meets monthly with the ESFA team as part of its financial 'notice to improve' and Binda Rai and Callum Anderson have agreed to share the Board representation role. The ESFA team knows the College well and works closely with the FE Commissioner and the Transaction Unit to ensure that the support offered is streamlined and is as effective as possible and to minimise demands on the College.</p>	Karen Redhead

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Girma Ejere, ESFA observer, commented that the ESFA is very supportive of the College, and that it recognises that the recovery plan is a work in progress. Feedback from FE Commissioner and the ESFA will inform the final recovery plan which will provide a live, robust document which can be monitored for progress by both the agencies and the Board.

Binda Rai said that she has sat in meetings with both the ESFA and the FEC and both have been supportive, but it is evident that Karen Redhead and David Rose are under a great deal of pressure to provide the information and action plans required. She urged the Board to support the Senior Team in any way possible and congratulated Karen Redhead on the phenomenal amount of work that she has achieved since she arrived. Karen Redhead thanked her but recognised that David Rose and Andy Smith had also contributed enormously.

**Governance Changes** – the College has run a recruitment campaign for a Chair, Vice Chair and Director of Governance which ended on 11 November 2018. There were a number of applications for each of the roles which were not credible and came from candidates who did not meet the criteria. A common sense sift of these identified four individuals who could be considered for either Chair or Vice Chair. One individual had been eliminated on grounds of a clear conflict of interest. Subsequent to this sift, one candidate has dropped out and the field is not as strong as had been hoped. The interview panel will take place on 29 November 2018. The FE Commissioner has put forward a National Leader of Governance (who is an experienced Chair) to join the recruitment panel and to mentor the new Chair and Vice Chair. Karen Redhead invited members to consider if they would like to put themselves forward for either of the roles and to contact her to indicate interest.

There had been no suitable applicants for the role of Director of Governance. Karen Redhead is currently discussing the vacancy with the National Leader of Governance and he is contacting an experienced FE clerk who may shortly become available. She is also in discussion with Peridot Partners about conducting a recruitment search for the role if there is no quick solution.

One of the immediate challenges is to review the structure of the Board as it currently runs a hybrid between a Carver model and a Committee structure model. The recommendation of the FEC is to move to a traditional Board and strengthen the Committees. Originally, this had been targeted to take place by March 2019 but the FEC would like to see more rapid progress.

**Recruitment** – disappointingly, but as Karen Redhead had predicted, the College has experienced a high-rate of attrition of 16-19 year olds which has reduced the original enrolment of 1,971 to 1,723. It is expected that the work of Andy Smith with the curriculum teams will narrow this gap as will the routine, ongoing planned recruitment during the remainder of the year and it is anticipated that the allocation target of 1,842 will be achieved. The Senior Team is working hard to achieve growth but has taken a prudent approach by not forecasting unrealistic growth in the budget.

Board members

Senior Team

Karen Redhead suggested that a future Board meeting might have a presentation of the different funding streams. She reminded the Board that any growth in 16-18 numbers is lagged funding. There are also aspirations to reduce reliance on subcontracting in the Adult Education Budget (AEB) strand. The College has no concerns on apprenticeship funding and is expecting to achieve target.

Karen Redhead is working with the MIS department to bring a detailed report on funding performance to future meetings and members commented that this would make it much easier to interrogate the data.

**The staff survey** – Karen Redhead had offered to bring an action plan which identified responses to the concerns raised but realised that much of this is included in the recovery plan and that it would not make sense to duplicate this. It was agreed that the HR director be invited to present to the Board at future meetings. Members asked if the CEO has responded to the staff on the survey. Karen Redhead explained that the HR Director had convened a group of staff representatives to discuss the matters raised. She has acknowledged low staff morale and has started to put mitigating actions in place. The College works with QDP which is expensive and KR had introduced use of Survey Monkey at a prior college and suggested that the questions be reduced and the survey simplified. Leila Elsibaie said that staff had commented on the CEO's excellent communications which keep staff informed in a transparent way. Denise Waldron added that this is much appreciated as staff want to be kept up-to-date. Binda Rai asked if this information is cascaded to staff. Roslyn O'Garro said that the weekly report from the CEO goes to staff and her enquiries showed that it is widely read and appreciated.

**David Rose left the meeting at 19.15.**

Karen Redhead suggested that an annual cycle of business be developed as soon as possible to ensure that appropriate items are presented to the Board. This will avoid situations reoccurring such has happened last year with the staff survey.

**Subcontractor – SCL** – Karen Redhead had circulated the adverse publicity<sup>2</sup> around this private training provider which had appeared in FE Week. She explained that the College contracted with them in January 2018 and they have recently become the subject of adverse media attention. The article has been circulated to the Board. She reassured the Board that David Warnes had already undertaken robust due diligence checks as well as on quality and compliance of the company and this had not revealed any cause for concern. For the EHWLC, SCL is predominantly working with a community of Ghurkhas for whom their first language is Nepalese. Karen Redhead does have concerns about the alleged practice of a prior business with alleged connections with SCL and as a result she has asked David Warnes to suspend further recruitment with the company until more is known. The SCL

Karen Redhead

~~Karen Redhead~~  
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<sup>2</sup> <https://feweek.co.uk/2018/11/16/ofsted-and-esfa-looking-into-mysterious-training-provider-given-16-5m/>

	<p>contract represents 34% of the total budgeted AEB subcontracted provision and 13% of the College's total AEB allocation.</p> <p>Governors asked why a new subcontractor had been offered such a large contract and how much due diligence had been undertaken. They expressed concern that the article highlighted significant issues and added that, in light of the DfE investigation, there is also a high reputational risk. Members asked that a robust approach is taken in relation to SCL. Karen Redhead responded that the subcontractor management audit, which took place around six weeks ago, had reflected the improved practices that David Warnes has brought to the College. Future reports on subcontracting to the Board will be RAG rated and offer performance information and demonstrate robust practices. It was agreed that the Board might set upper limits for new subcontractors when the financial notice to improve is lifted. Governors asked if subcontractors are now all being reviewed and if a report for these can be brought in the future. Karen Redhead said this would certainly be the case and that extra checks are being undertaken on the company.</p> <p>Girma Ejere supported this request as best practice. He had met with Ray Shilling before to review subcontracting and discuss concerns. He reminded the Board that the funding rules apply and the College has a responsibility for the learners.</p> <p>Governors asked that a monitoring system on the performance of subcontractors be added to the cycle of business and be reported regularly to the Board. Karen Redhead reminded the Board that the College's approach to subcontracting is that there should be a good strategic fit. She reminded the Board of the College's intent to reduce subcontracting and that she has a proven track record of achieving this at prior colleges.</p>	<p>Senior Team</p> <p>Karen Redhead</p> <p>Dir Gov</p>
<p><b>5.</b></p>	<p><b>Finance matters</b> David Rose had left the meeting prior to this item.</p>	
<p><b>5.1</b></p>	<p><b>Management accounts September 2018</b></p> <p>Karen Redhead noted that she felt that she had a potential conflict of interest and could not present the paper in David Rose's absence. The three-year financial plan will be revised in response to feedback from the FE Commissioner's team and the ESFA. Karen Redhead suggested that time would be better spent scrutinising the revised version at the next Board meeting.</p> <p>Girma Ejere said that the recovery plan looks like an improved position but asked for more detail on in-year savings against targets in future. It was agreed that a commentary on how work is progressing against financial recovery and KPIs were required.</p> <p>It was agreed that a set of KPIs will be developed to allow the Board to monitor progress.</p>	<p>David Rose</p> <p>David Rose</p> <p>David Rose</p> <p>David Rose</p>

	<p>Governors asked for more detail on pay expenditure on teaching staff and administrative and central services and how the required savings would be achieved.</p> <p>The Board noted the report.</p>	
<p><b>5.2</b></p>	<p><b>Financial recovery plan</b></p> <p>The College was required to produce a financial recovery plan in response to the ESFA notice to improve as well as a recovery plan in response to the FE Commissioner's intervention. Karen Redhead said that the covering paper presented is not substantial enough for such an important plan and more detail would be sought for future papers. This will be monitored at future Board meetings.</p> <p>The Board did not approve the content of the paper as it did not provide sufficient information, but noted the recovery plan is to be revised after feedback from ESFA and FE Commissioner and that future reports will contain a more comprehensive commentary.</p>	<p>David Rose</p>
<p><b>6.</b></p>	<p><b>Health and safety annual report</b></p> <p><b><i>Terry Stevens, assistant director for infrastructure services, joined the meeting at 20.10.</i></b></p> <p>He presented the report and assured the Board that the College not only achieves legal compliance but also seeks to embed best practice.</p> <p>To note:</p> <ul style="list-style-type: none"> <li>• Regrettably there was one RIDDOR reportable to the HSE due to one student slipping and being admitted to hospital.</li> <li>• There has been an increase in incidents but this is felt to be due to improvements in reporting.</li> <li>• The main increase is at Southall Community College from community learning students.</li> <li>• A number of incidents are recorded as behavioural</li> </ul> <p>Governors asked if the categories against which accidents are reported are national or specific to the College. There was a debate about the appropriateness of disobedience being listed as a health and safety incident. Governors asked if students are aware that these are being reported as such. Terry Stevens said that the learners would know as the duty manager would have been involved. Members asked how the College knows the increase is due to better reporting. Terry Stevens reported that the cultural change has encouraged duty managers to report incidents. Staff Governors confirmed that it does not feel like a deteriorating situation and that training including first aid, includes frequent reminders to report incidents which supported the premise that better reporting was the reason for the increase.</p> <p>A recent audit of the College's health and safety had resulted in the external agency commenting that it was extremely good. Terry Stevens commended Robin Jones for the excellent work in this area and his support of colleagues.</p>	

	<p>A set of targets for 2018/19 were outlined with actions detailed. The Board thanked Terry Stevens and asked that their thanks be passed to Robin Jones.</p> <p><b><i>Terry Stevens left the meeting at 20. 25</i></b></p>	
7.	<p><b>Safeguarding and Prevent – annual report</b></p> <p><b><i>Abida Umarji, head of student services, joined the meeting at 20.25</i></b></p> <p>She highlighted the increase in the number of referrals last year to 253 and of these 29 were referred to social services. This demonstrated that many of the referrals were not in fact safeguarding matters. 93% of the referrals were retained by the College which was very positive. The major area of concern last year was mental health issues and it is important for the Board to be aware of this. The Team is looking at a mental health strategy and the College support to learners. There is one mental health support worker across all campuses who is seconded to the College through MIND. The College has now increased this by appointing a 0.5 post. Karen Redhead said that proposed increases to this area would need to be considered through the staff recruitment process due to pressures to reduce paycosts.</p> <p><b><i>Raymond Hilditch, Leila Elsibaie and Julia Clements-Elliott left the meeting at 20.30</i></b></p> <p>Governors asked who worded the Student Survey – this is provided by QDP as it is a national survey which allows the College to get benchmark data.</p> <p>The Board asked that the Safeguarding Policy be sent to the Board in future for review and approval. Members asked to see the flowchart on student referrals and support in order that they can gain a view on whether the College process is effective in meeting learner needs and legislative requirements.</p> <p>Ra Hamilton-Burns will circulate the link to the ETF Prevent training and a register of those who have completed it will be held by the Board administrative assistant.</p> <p>There was a discussion about the increase in reports of sexual abuse which is outside the College but is often disclosed to college staff. The College has a strong relationship with Hammersmith and Fulham in whose jurisdiction the students reside and this is also linked to County Lines.</p> <p>The Board thanked Abida Umarji.</p> <p><b><i>Girma Ejere and Abida Umarji left the meeting at 20.45.</i></b></p>	<p>Abida Umarji</p> <p>Interim Dir Gov</p>
8.	<p><b>Performance report including subcontracting</b></p> <p><b>This item was taken as a confidential item after item 4.</b></p> <p>Andy Smith, presented the College performance report which is a subset of the Self-Assessment Report which will be presented to the Quality and Standards Committee on 22 November 2018. The SAR has been drafted for</p>	

an external audience as it has to be submitted to Ofsted in December 2018. There have been discussions with the FE Commissioner's team that the position on apprenticeships in 17-18 currently might have resulted in an 'inadequate' grade from Ofsted but at the time of finalising, the SAR is felt to be 'requires improvement'.

There is a cultural change required to ensure that staff take ownership of the performance in their own areas in terms of their reports and SARs. Andy Smith explained that it is difficult to benchmark EHWLC against other colleges as it is heavily skewed towards adult provision and has a high proportion of sub-contracted work. There is an ambition to grow but this is not achievable in the short-term and attempts to grow too rapidly may affect quality. The claim of EHWLC of being the highest performing college for 2016-17 in London is correct but it does have a high proportion of short courses which gives a skewed picture. The other issue of which the Board and CEO should be aware is that the College provision is predominantly Entry level, Level 1 and Level 2. The College made good progress in English and maths in 17/18 and whilst it may not come out well in DfE league tables, the value-added score shows significant improvements according to MiDES. However, there is significant variation between different curriculum areas. Skills pathways and inclusive learning, for instance have extremely good results but there are other areas which require significant improvement

Girma Ejere commented that the report is very well presented. He asked what had caused the attrition over six weeks. Andy Smith said that dropout was significantly lower for 16-18 year olds this year compared with last year. There is a high proportion of students who enrolled but did not attend. The difference between this year and the previous one was that EHWLC had decided not to enrol students in June as had been done previously which had led to more accurate numbers. There are some coding issues which need work and some work with staff to train them on enrolling students on to the most appropriate course.

The College has identified that some students drop out because of poor organisation whereby they don't feel welcome, sometimes they join late which makes integration difficult, those with broken up timetables are deterred and absence of tutorials all contribute to attrition. Roslyn O'Garro added that staff are working with students to identify any issues they may experience and to put in support as soon as possible. Between 20-30 students have been re-engaged as a result of this work.

Andy Smith said that the MiDES report which takes the results of 245 colleges – shows that EHWLC intake is 241 but achieve at 237 level which indicates a good direction of travel and represents significant value-added achievement.


Governors asked why there is such a discrepancy in outcomes between the areas. Karen Redhead said that the College became heavily reliant on agency staff which lead to lack of continuity and fragmented course organisation. The current workforce reform is addressing this to target no individual team having more than 20% agency staff to ensure stability and



	<p>better quality. Andy Smith said that the number of managers had been considerably reduced following the last Ofsted inspection and those left had been asked to take on areas in which they have no expertise. In the areas where outcomes are best the teams are experienced and established. Governors asked if all managers currently teach. Andy Smith said curriculum managers in the main do not teach and curriculum leaders are given remission but this is under review. Roslyn O'Garro said that curriculum managers do teach when cover is required. Denise Waldron said that Service Industries only has a curriculum leader and there are only four substantive teachers and others are agency staff. This results in the staff being taken from their core roles to cover for missing staff and experience.</p> <p>Karen Redhead said that the Quality Improvement plan will inform the Board on progress on these matters. Governors asked if the recruitment and enrolment of students will be reviewed. Andy Smith said that he is working with other stakeholders to develop this process. The College will also look closely at progression pathways to ensure that students are offered appropriate level 3 pathways.</p> <p>Governors thanked Andy Smith and asked for a dedicated session on the Curriculum in the same manner as the one on Estates strategy.</p> <p><b><i>Andy Smith left the meeting at 19.35</i></b></p>	Andy Smith
9.	<p><b>Equality and Diversity</b></p> <p><b><i>Charles Nelson joined the meeting at 20.45</i></b></p> <p>He presented his report and the following highlights:</p> <ul style="list-style-type: none"> <li>• Award of Investors in Diversity in May 2018</li> <li>• Staff surveys have informed action planning</li> <li>• Staff portal</li> <li>• Former Principal (will be future Dep Principal) updates on E&amp;D</li> <li>• Re-application for Investors in Diversity</li> <li>• Applying for Stonewall bronze award</li> <li>• Excellent HR reporting on E&amp;D indicators</li> <li>• Reviewing and improving accessibility of College website</li> <li>• The College is in the Top 100 of NCD employers in 2017/18</li> <li>• The College is at 92 in the Top 100 national standard for promoting E&amp;D</li> </ul> <p>Charles Nelson invited an external governor to volunteer to join the equality and diversity committee. An email will be sent to all Board members sharing this invitation. Roslyn O'Garro sits on the equality and diversity panel and an holistic approach is taken to reviewing College policies. Binda Rai commended this comprehensive and meaningful work to embed equality and diversity throughout the College.</p>	Esther Mato Rial

	<p>The Board thanked Charles Nelson for his presentation.</p> <p><b>Charles Nelson left the meeting at 20.55</b></p>	
10.	<p><b>Any other business</b> Heather Clay reported that there was one item of other business arising from a recommendation made by the governors present at the strategic planning development meeting on estates strategy that had immediately preceded this meeting.</p> <p><b>Hanson Gardens</b> The Board considered the current position regarding the disposal of Hanson Gardens, previously approved subject to Board approval of the receipt and noted the current offer of £750,000 received.</p> <p><b>Resolution</b> It was resolved that the Board would support 'Chairs Action' prior to the next Board meeting, 19th December 2018, to secure the disposal of Hanson Gardens providing that the offer accepted from any party is of equal or greater value to the offer currently received and appropriate checks have been made to ensure the offer is sound and from a reputable source.</p> <p><b>The meeting closed at 21.00.</b></p>	
11.	<p><b>Date of next meeting - 19 December 2018</b> Binda Rai commented that members should make an effort to attend the next meeting on 19 December 2018. The interim Director of Governance will circulate a poll to assess and confirm availability for this meeting.</p>	Interim Dir Gov

Chair's signature



19/12/18.

Date