

**EALING, HAMMERSMITH AND WEST LONDON COLLEGE  
FE CORPORATION MEETING**

Date	13 February 2020	Time	18.30
Venue	Hammersmith and Fulham, Room LT3, Gliddon Road, London W14 9BL		
Chair	Ian Comfort		

**Present:** Ian Comfort; Callum Anderson; Cllr Yvonne Johnson; Kairah Lewis-Rowe; Roslyn O'Garro; Matthew McMahon; Shawez Mir; David Paine; Luis Miguel Andrade Veiga; Maria Vetrone.

**In attendance:** Anil Nagpal (Executive Director, Finance & Resources); David Warnes – Deputy Principal Business Development and Marketing (DPBDM); Sara Woodward – Assistant Principal Quality and Student Services (APQSS) Abs Malik – ESFA Observer; Ra Hamilton-Burns (Governance Advisor)

Attendance at the Meeting: *Attendance was 77%*

No.	Minute
1.	<p><b>Apologies for absence and other matters</b></p> <p>Peter Chapman, Phillip Kerle, Karen Redhead and David Round had sent apologies.</p> <p>Ra Hamilton-Burns acted as Governance Adviser and declared the meeting quorate.</p> <p>Ian Comfort welcomed the two students, Kairah Lewis-Rowe and Luis Miguel Andrade Veiga, and thanked them for standing for election to serve the Board. He reminded them that they are governors equal to all other members of the Board in their own right and not as representatives of the student body.</p>
2.	<p><b>Declarations of Interest</b></p> <p>Cllr Johnson declared that she is deputy leader of Ealing Council.</p> <p>Matthew McMahon declared that his wife is a senior manager at BDO LLP<sup>1</sup>.</p>
3.	<p><b>Minutes of the Corporation meeting held on:</b></p> <p>(i) <b>19 December 2019</b></p> <p>Correction: Page 2. David Paine explained that his feedback referred to the staff and not to learners.</p>

<sup>1</sup> <https://www.bdo.co.uk/en-gb/home>

	<p><b>AGREED: Members agreed that the minutes of the meeting held on 19 December 2019 were a true and accurate record.</b></p> <p><b>(ii) 31 January 2020</b> Correction: Matthew McMahon had attended the meeting.</p> <p><b>AGREED: Members agreed that the minutes of the meeting held on 31 January 2020 were a true and accurate record.</b></p>
<p><b>4.</b></p>	<p><b>Matters arising</b></p> <p>The matters arising report tracking actions from previous minutes and other items carried forward was received and noted.</p> <p><b>Action: the update on enrolment numbers will carry through to the next meeting.</b></p> <p>It was noted that the Executive Team is planning to make the monthly funding report available to governors going forward.</p>
<p><b>5</b></p>	<p><b>STUDENT AND STAFF REPORTS</b></p> <p>Ian Comfort reminded members that both staff and students are here as full governors and not as representatives of the staff and students. He proposed that the students and staff arrange events for their peers to gather feedback and provide reports which will form papers for future meetings. This was agreed.</p>
<p><b>5.1</b></p>	<p><b>Student Matters</b></p> <p>Luis Miguel Andrade Veiga reported on two issues which had been forwarded from the student body.</p> <p>The first issue is a concern that the Gym and Sports hall are not available to students which is affecting their ability to complete their assignments. The Gym is open but not as often as required and the sports hall is permanently shut. Rosyln O’Garro explained that there has been a leak from the kitchen into the sports hall which has rendered it dangerous and it now requires inspection and repairs. This situation has been ongoing for several months.</p> <p>Governors asked what effect this will have on the outcomes and success of students and what action is being taken. Anil Nagpal reported that the estates team is collating quotes and the issue will be fixed. In the intervening period alternative facilities will be sought. He added that funding for maintenance of College estates has been hampered by finance issues but there is now a maintenance plan and a proportion of the funds from disposals will be directed towards repairs.</p> <p>Roslyn O’Garro explained that the College is looking for alternative ways to satisfy the requirements of the Students’ courses by changing the activities or providing transport to the Southall sports facility. Reverse fixtures for instance can be used. Students had not been aware of the activity and commented that Southall is too far for students to travel.</p>

	<p><b>ACTION: Roslyn O’Garro will meet with Kairah Lewis-Rowe and Luis Miguel Andrade Veiga.</b></p> <p>The second issue was timetabling with students having large gaps between lessons and still being subject to changing timetables at this point in the academic year which makes planning problematic. Roslyn O’Garro explained that the College is aware of this issue and that it is common in many Colleges. Maria Vetrone added that this is an issue at Nescot College where she is Deputy Principal. Several factors had exacerbated the situation including the need to provide GCSE English and Maths in two discrete sessions rather than one. Members agreed that this issue required more discussion and it was delegated to the Curriculum and Standards Committee.</p> <p><b>ACTION: Curriculum and Standards Committee to review timetabling as an agenda item</b></p>
<p><b>5.2</b></p>	<p><b>Staff matters</b></p> <p>This will come to future meetings in the format described above.</p>
<p><b>6</b></p>	<p><b>STRATEGIC REPORTS</b></p>
<p><b>6.1</b></p>	<p><b>CEO’s report to include updates from ESFA and FEC visits</b></p> <p>Karen Redhead had sent apologies but had provided an extremely detailed report to the Board in the papers. The Board:</p> <ul style="list-style-type: none"> <li>• Received the update on FE Commissioner intervention and noted that positive progress continues</li> <li>• Received the update on ESFA intervention and noted that the IBR is progressing</li> <li>• Received the update on enrolment and funding performance and noted that income will be further reviewed in the IFMC submission</li> <li>• Noted the positive increases in student numbers</li> <li>• Recognised that the take up of advance learner loans is (point 3.4) lower than expected</li> <li>• Noted the position regarding the latest campaign to recruit a permanent Deputy Principal Curriculum and Resources</li> <li>• Noted the learner and College achievements</li> </ul> <p>Governors asked if the possibility of promoting and appointing from within the College to the post of Deputy Principal had been considered. Ian Comfort and Roslyn O’Garro confirmed that this was the case and whilst it is not appropriate at this time, the College is developing talent from within the College going forward.</p> <p>Maria Vetrone noted the draft FEC recommendations on the management accounts and will forward the template used at Nescot. Anil Nagpal commented that the recommendations had been taken on board and the College has incorporated some already and is working on others.</p> <p>Ian Comfort commented that the timing of the next visit for July 2020 indicated that the FEC recognises that the College needs time to put in place the recommendations.</p> <p>Governors commented that both the learner achievements and learner numbers are a significant achievement for the College which should be both recognised and celebrated.</p>

	<p>David Warnes reported that the College had been awarded West London Business Award for Education and Training Provider for its work providing inclusive apprenticeships on 6 February 2020. It is also a finalist in the AAC national apprenticeship awards in the category of SEND Apprenticeship Award which was celebrated at a parliamentary reception.</p> <p>Members asked if the achievements of students and the successes of the learners is being publicised appropriately. DW said that a widget had been added to college emails to celebrate the recent West London Business Award and that successes are publicised at every opportunity.</p> <p>Governors commended the college and asked for their congratulations to be passed on to the students and staff.</p> <p><b>RESOLVED: The Board resolved to note the CEO report.</b></p> <p><i>Callum Anderson joined the meeting at 18.45.</i></p>
6.2	<p><b>College Operational plan tracker report</b></p> <p>Karen Redhead had presented the report in advance and members commented that it was extremely informative and useful.</p> <p>Shawez Mir asked if more clarity might be given in the deadline column as the RAG rating and deadline can be difficult to reconcile. Anil Nagpal explained that, for instance, the budget is set in July 2019 and issued to budget holders in August 2019. Therefore, some action has taken place, but the matter is ongoing. David Warnes added that the final impact is not always known.</p> <p><b>Action: The deadline column will be reviewed.</b></p> <p>It was suggested that an additional line to show the current position with direction of travel to be indicated by an arrow under the strategic objective or target be added. Governors asked that this be done.</p>
6.3	<p><b>KPI dashboard – This item was deferred.</b></p>
6.4	<p><b>Finance Reports:</b></p> <ul style="list-style-type: none"> <li>• <b>Management accounts (December 2019)</b></li> </ul> <p>Anil Nagpal explained that this is the position to the end of December  Original budget had forecast a deficit £371k but the revised forecast is now £1,376m  Key drivers included:      Additional depreciation      Interest to be paid to ESFA  This will mean that the College's Financial Health will revert to inadequate</p>

	<p>Members asked how the College had derived the KPIS on page 2. They asked how the cash days are calculated and commented that they match those in budget. Anil Nagpal replied that the College is tracking cashflow very closely and confirmed that the KPIs come from the finance report but he will check the cash days figure.</p> <p>Governors asked for more detail on the working capital management outlined on page 4 of the report. Anil Nagpal explained that this provides a reference for the College on how it manages cash in their account. It has tried to build headroom which has led to extended creditor stretch, on 10 Jan 2020 drew down £2.5m from ESFA which eased this situation. The conditions outline the payments and provision of reporting to the ESFA.</p> <p>Members asked if this would affect the ability of the College to meet their strategic objectives. Anil Nagpal replied that the strategic objectives will need to be revisited as the forecast surplus of £932k will now not be achieved.</p> <p>Governors asked that the figures which included the pension liability be included in future reports as visibility is desirable for transparency and understanding. Anil Nagpal said it will be circa £2m and the impact of the McCloud judgement<sup>2</sup> needs to be added.</p> <p><b>Action: AN to include pension liability in future reports.</b></p> <p>Governors then asked Anil Nagpal if he considered that the College is still a Going Concern. He responded that the audit opinion of RSM had concluded that the College is a Going concern but added that the sale of A and B Block at Southall is critical to this position. The College exchanged contracts on 14.01.20 and at that time received £0.5m as a deposit. It had then received a further £0.5m on 31 January 2020. The final contracts will be signed, and sealed tonight and the total contract will be for £4.2m.</p> <p>Abs Malik confirmed that the ESFA is both pleased and reassured that this sale is concluding. The Board thanked the ESFA for their support.</p> <p>Governors commented that the cashflow is looking positive. Anil Nagpal reminded the board that cashflow, debtor analysis and sensitivity analysis recommended by the FEC are included in the management accounts.</p> <p>Shawez Mir commented that it is pleasing to note that the creditor stretch is being addressed.</p>
6.5	<p><b>Estates Strategy update</b> (<i>redacted on the grounds of commercial sensitivity</i>)</p> <p>Anil Nagpal presented the Estates Strategy and invited questions.</p>

<sup>2</sup> <https://www.lexology.com/library/detail.aspx?g=6e65dc42-479e-4226-ba55-a02771b6600a>

The property element of the Independent Business Review is complete, and Karen Redhead has asked BDO to report their findings to the Board. Anil Nagpal is now working with BDO on the finance side. Governors asked when the work is expected to be complete. Anil Nagpal reminded the Board that there had been a delay due to his workload on the annual statements and the Integrated Finance Model for Colleges but that it will be completed as soon as possible.

Members asked that other elements of an estates strategy be included in future such as the maintenance of the estates and the cost implications. Maria Vetrone said Nescot College has drafted a ten-year estates strategy which includes a vision, conditions survey and maintenance costs. Anil Nagpal said that a comprehensive estates strategy will be informed by the outcomes of the IBR.

**ACTIONS: College Executive Team to consider a more detailed estates strategy after the IBR report is finalised.**

**RESOLVED: The Board resolved that the Chair and Vice Chair should sign the contracts to transfer Blocks A and B of the Southall campus to [REDACTED] as agreed in Item 6 of the Board minutes 19.12.19.**

#### 6.6 **Draft Integrated Financial Model for Colleges – (ICFM)**

The ESFA published a requirement for Colleges to complete and submit an integrated financial model<sup>3</sup> by 28 February 2020. Governors recognised that this represented an enormous amount of work, particularly at a time when the College had just prepared its annual statements. Anil Nagpal tabled a report which outlined a high-level set of numbers which also modelled the impact of the pensions. He informed the Board that the plan for next year is broadly to achieve a break-even position and 2021/22 will offer a return to surplus of circa £272k. Governors commented that this indicated a positive direction of travel.

- The KPIs are incorporated in page 4.
- Drawdown from ESFA means borrowings are higher.
- Staff costs just under 65%
- EBIDTA is positive
- Level of borrowing has affected the College's financial health

Maria Vetrone commented that at her college the Board is including in the commentary some caveats that the report is based on assumptions and high-level figures as not all the evidence is yet in, such as allocations. She advised that WLC follows the same format and will forward the version to Anil Nagpal. He commented the College is working hard to submit the model for the deadline but would need to review this again in May/June for accuracy.

**ACTION: Anil Nagpal to draft a commentary noting that the IFMC submission is a draft that will require review and update.**

<sup>3</sup> <https://www.gov.uk/government/publications/financial-planning-handbook/integrated-financial-model-for-colleges-web-accessible-version>

	<p>Abs Malik explained that the new model aims to simplify the returns from colleges whilst providing detailed financial information quickly to understand the current and forecast financial position of colleges. He confirmed that the ESFA recognises that the timeline has proved a challenge and that there will be understanding that not all factors are yet known. The intention is that, once it is in situ, the process will be better next year.</p> <p><b>RESOLVED: The Corporation agreed to approve the high-level figures in the report but delegated final scrutiny and approval to the Finance Committee.</b></p>
<b>7</b>	<b>MATTERS FOR REPORT</b>
<b>7.1</b>	<p><b>Safeguarding and Prevent update</b></p> <p><i>Sara Woodward joined the meeting at 19.38.</i></p> <p>Sara Woodward presented her report and reminded the Board that governors approved the Safeguarding Policy in December 2019. She was pleased to report that good progress is being made in this critical aspect of provision which has a high-profile with Ofsted and outside agencies as well as being vital to the wellbeing of learners.</p> <p>There has been an increase in referrals over the same time last year – 142 rather than the 116 in 2018/19, however, some of these are multiple referrals. Most cases require involvement in other agencies.</p> <p>The prevalent factors are:</p> <ul style="list-style-type: none"> <li>• Mental health</li> <li>• Inappropriate use of social media</li> <li>• Domestic abuse</li> <li>• Absconders</li> </ul> <p>In the Autumn term the focus had been on policy review, mandatory training and student inductions. In the current term, focus is on strengthening campus arrangements which have been in place but are now formalised. The organisational structure will be put in place after half-term with safeguarding staff identified at each campus. Roslyn O’Garro said that the training session held yesterday had been positively received by staff and was very useful.</p> <p>There will be a communications programme to inform students and staff on Prevent. A series of awareness sessions will be held at College. There will be online safety training through the tutorial process. Mental health provision is limited in capacity, but the College is strengthening its provision by signing up to the AoC mental health charter and work with agencies.</p> <p>To ensure that it is inspection-ready, the College is collating information from recent inspections under the EIF to ensure that it has complied with best practice. Inspectors look at the strategic aspects of safeguarding and will also do a deep dive on safeguarding incidents.</p>

Governors will be expected to know what the arrangements are, how this is monitored and how they evidence that this is taking place.

Governors asked how the College is finding Pro Monitor<sup>4</sup> as Nescot is moving to another system, My concern<sup>5</sup>. Sara Woodward explained that she is unable to report from ProMonitor and the College had to download information and map referrals onto a spreadsheet. Given the current financial position, she will not request a new programme but will review those available for the future. Anil Nagpal confirmed that the College will be reviewing all its systems going forward.

Matthew McMahon asked how Ofsted would view the increase in reported safeguarding concerns. Sara Woodward explained that it isn't possible to predict but that it may be that the College is more rigorous or a sign of more issues. The important thing is that the College is identifying and dealing with incidents appropriately.

Ian Comfort asked the students for their perspective on the comment that there is inappropriate use of social media at the College. They said that they recognise the statement and that they would gauge the incidence of such inappropriate behaviour as 7 out of ten. Rosyln O'Garro explained that many students do not have a filter about with whom they should share contact information and tutorials are used to urge caution. Sara Woodward added that there are a lot of fake accounts used to bait or bully people. Kaira Rowe commented that people will take inappropriate photos and misplace trust in others which leads to them being shared and thought the College should urge restraint. Luis Veiga suggested that the College should stage an event on online safety in the same way that sexual health events are held.

Callum Anderson suggested that behaviours are learned at high school and the College might work with schools to address the issue at an earlier stage.

**ACTION: Sara Woodward will work with local schools to investigate the possibility of a joint workshop on online safety.**

Governors asked if the mental health provision at the College is sufficient as the report indicated otherwise. Sara Woodward responded that there is one full-time mental health worker from MIND across the campuses for early level concerns. It is thought that this is not enough particularly as there are higher level concerns. Roslyn O'Garro said that some students come to the College with complex needs which have not been communicated by their schools and this causes issues as teachers are not qualified counsellors. Sara Woodward said that there is government funding for another worker for 16-18 students from September 2020. The College will develop a strategy to address identified gaps. Ian Comfort expressed particular interest and would like detail of levels of need and provision.

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<sup>4</sup> [https://www.oneadvanced.com/siteassets/resources/advanced\\_factsheet\\_promonitor.pdf](https://www.oneadvanced.com/siteassets/resources/advanced_factsheet_promonitor.pdf)

<sup>5</sup> <https://www.myconcern.co.uk/>

**ACTION: Sara Woodward to provide detailed reports on levels of safeguarding need and provision to a future Board meeting.**

Yvonne Johnson is the Safeguarding Governor and she attends the health and wellbeing board. There was discussion about how to ensure that there are resources to identify root causes and offer support before referral to agencies is required. Rosyln O'Garro said that there needs to be a location and facility to provide an intermediate, bridge stage before they face the demands and rigours of attending college.

**ACTION: Sara Woodward to circulate a summary of key facts and issues on safeguarding and prevent to Board members.**

## 7.2 **Quality and improvement plan (QIP)**

Sara Woodward reminded members that this QIP has not been to the full Board before but has been presented to the Curriculum and Standards committee. It has been aligned to the format of the operational plan. It focuses heavily on the quality of TLA and is structured on the four key Ofsted judgements in the EIF<sup>6</sup>. 21 of the 36 actions related to the quality of education.

In this term before the end of March 2020, the team is working to prepare for Ofsted and is on track. Actions highlighted in Amber were not finished to deadline but are in progress. A second learning and innovations manager has been appointed which brings the team up to strength. English and Maths teachers have had CPD and this is ongoing, but it is early to see the impact.

The focus on improving attendance is ongoing with a number of strategies being put in place. It remains a challenge at 83% against a target of 85%

**ACTION: Governors asked that the RAG rating in the report is coloured for ease of understanding**

Governors asked if there was a link between the poor attendance in English and Maths and outcomes. Sara Woodward replied that it is one element but that there are a number of factors including teaching or timetabling these lessons at less attractive times of the day.

Ian Comfort asked student governors if they had any insights for the Board. Luis Veiga commented that lessons might be more inspirational and that one-to-one sessions should be considered as learners require different learning methods. He personally finds Century Tech<sup>7</sup> very useful. The fact that students are at different levels is an issue. Roslyn O'Garro explained that the College is exploring several different approaches to work with learners to support them. Governors asked if the College brings in external maths specialists. Sara Woodward explained that they have consultants working with the heads of English and Maths.

<sup>6</sup> <https://www.gov.uk/government/publications/education-inspection-framework>

<sup>7</sup> <https://www.century.tech/explore-century/fe-college/>

	<p>Sara Woodward said that the College is judging the quality of TLA in English and Maths as a 3 currently and this will be tackled, and support provided for teachers.</p> <p>The Board thanked Sara Woodward for her presentations and continuing hard work.</p> <p><b><i>Sara Woodward left the meeting at 20.20.</i></b></p>
<b>8</b>	<b>COMPLIANCE MATTERS FOR APPROVAL</b>
<b>8.1</b>	<p><b>Facility agreements – Department for Education (DFE) Emergency Loan Facility</b></p> <p>Anil Nagpal has been working with Mills and Reeve who are, in turn, working with Womble Bond Dickinson to finalise the agreement to convert funding support from the ESFA into an interest-bearing loan at 2.6%. He reminded Governors that the College is looking at a further drawdown of £1.5m in March 2020. He explained the change in the framing and provision of financial support pre and post the Insolvency Act.</p> <p>Anil Nagpal explained that the further £2m debt related to SCL which was to be added to the loan but attract no interest is now no longer being included in the agreement. The impact of this will be to reduce borrowing by £2m. The position on this is still being discussed with the ESFA and PMO. Governors asked if this should be a matter of concern to the Board. Anil Nagpal said it had been uncoupled from the facility agreement for expediency and whilst the amount has changed, the term sheet is the same that the Board agreed at its meeting on 19 December 2019.</p> <p>David Paine asked what the PWLB<sup>8</sup> (public works loan board) standard rate was. It was explained that this is a one-year forward rate of 2.6% which is common to public bodies being lent money by the Treasury.</p> <p><b>RESOLVED: The Board approved the full loan facility agreement between the College and the DFE and the agreement be executed as a deed signed by two governors.</b></p>
<b>8.2</b>	<p><b>Settlement Payments</b></p> <p>These were noted.</p>
<b>9</b>	<p><b>Any other business</b></p> <p>There was none.</p>
<b>10</b>	<p><b>MEETING EVALUATION</b></p> <p>The Chair asked governors present about the conduct of the meeting, their opportunity to contribute to discussion and the appropriateness of the discussions. Governors commented that the meeting had been very well chaired, the business of the meeting was constructive, had been clearly presented and fully discussed and that the decisions made were informed by appropriate scrutiny and challenge. They added that it had been particularly positive to</p>

<sup>8</sup> <https://www.dmo.gov.uk/responsibilities/local-authority-lending-pwlb/monthly-loans-report/>

	<p>have student governors present and that they had appreciated the excellent contributions they had made.</p> <p>The meeting closed at 20.30</p>
11	<p><b>DATE OF NEXT MEETING</b></p> <p>Corporation Conference (lunch onwards) &amp; FE Corporation Thursday 26 March 2020</p>

**Chair's signature:** ..... **Date:** .....