

AGREED 02/07/24

THE CORPORATION OF EALING, HAMMERSMITH & WEST LONDON COLLEGE

Meeting	Board
Date and time	6 pm, Tuesday 21 May 2024
Venue	LT3, Hammersmith & Fulham College
Members	Phillip Kerle (Vice Chair); Sarah Benjamin; Rachael Fisher; Laura Gladstone; Carole Kitching; Sharon Lambert; Shawez Mir; Adrien Ong; Kunal Parkash; Karen Redhead; Chris Taylor
In attendance	Daniel Bristow-Bailey (Head of Safeguarding); Matt Fawcett (Deputy Principal (Planning, Partnerships and Projects)); Anil Nagpal (Chief Operating Officer); Sabeena Shah (Assistant Principal (Quality and Learner Experience)); James Taylor (Deputy Principal (Curriculum & Quality)); Richard Ward (Director of Governance).

No.	Item
1	<p>Attendance</p> <p>Apologies were received from Ian Comfort, Maddalaine Ansell, Jonathan Roe and Robin Ghurbhurun.</p> <p>In the absence of Ian Comfort, Phillip Kerle took the chair as Vice Chair of the Corporation.</p> <p>The Vice Chair welcomed Alison Shillito, who was attending the meeting as an observer as part of the College's external governance review.</p>
2	<p>Declarations of Interest</p> <p>Phillip Kerle declared that he was a governor of Orbital South Colleges.</p>
3	<p>Minutes</p> <p><i>Resolved</i>, That the minutes of the meeting held on 26 March 2024 be approved as a correct record.</p>
4	<p>Appointment of Vice Chair Nomination Committee</p> <p><i>Resolved</i>, That a committee be appointed to consider applications and make a recommendation to the Board on the appointment of an additional Vice Chair of the Corporation.</p>

No.	Item
5	<p data-bbox="304 241 644 275">Operational plan update</p> <p data-bbox="304 311 1390 510">The Deputy Principal (Planning, Partnerships and Projects) presented a report on the College’s operational plan as it stood at the end of March. There had not been much movement in the plan from the position at the end of February, which had been circulated to the Board on 12 April. 76.3% of actions due were rated as green or amber/green, 15.8% of actions were rated as amber and 7.9% of actions due were rated as amber/red or red.</p> <p data-bbox="304 546 1410 779">Of the 49 actions due to be completed by the end of the academic year, 61.1% were currently rated as green or amber/green, 32.7% were rated as amber and 6.1% were rated as amber/red or red. Most of those actions were not previously due for reporting, and the College had seen a small shift in the mix and balance of RAG judgements at the end of term, in line with expectations. With the slight increase of amber/red and red action judgements, concerted action was being taken to drive progress.</p> <p data-bbox="304 815 991 848">In the discussion that followed, the Board discussed:</p> <ul data-bbox="328 884 1390 1216" style="list-style-type: none"> <li data-bbox="328 884 1390 1014">● What specific action was being taken to tackle the actions graded as amber/red or red. The Deputy Principal informed the Board that he was leading deep dive intervention meetings along with the CEO/Principal in order to understand the underlying causes and to fast track improvements. <li data-bbox="328 1050 1390 1216">● Whether the projected shortfall in apprenticeship income was indicative of a national trend. The Deputy Principal confirmed that this was an area where other colleges were experiencing difficulties. The CEO/Principal added that in addition to working on performance, the College was also taking steps to improve the quality of apprenticeship provision. <p data-bbox="304 1252 1406 1350">Governors requested that future reports on the operational plan included a summary comparison of progress against actions since the previous reporting period showing RAG status and trends.</p>
6	<p data-bbox="304 1411 517 1444">Funding report</p> <p data-bbox="304 1480 1406 1749">The Deputy Principal (Curriculum & Quality) spoke to a paper setting out details of the College’s performance against major funding allocations as they stood at the latest funding return period (R09, 7 May). 16-19 enrolments were up on the previous year and slightly above the allocation. Performance on GLA AEB was significantly improved on the same period in the previous year at £5,395k contrasted to £3,329k. Performance on ESFA AEB was also significantly strengthened from the same point in the previous year, and the College was confident that it would achieve its ESFA allocation.</p> <p data-bbox="304 1785 1406 1951">The Board discussed the opportunities and costs of delivering above the College’s allocation, and the effect on future years’ funding of improved performance. The Deputy Principal (Planning, Partnerships and Projects) noted the level of subcontracted provision which had been carried over into the current academic year from 2022-23.</p>

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7	<p>Management accounts</p> <p>The Chief Operating Officer spoke to the College’s management accounts for the period ending March 2024. The accounts showed a projected end-year deficit of £2,606k against the original deficit of £2,338k agreed as part of the College’s financial plan. Appendix 3 to the management accounts contained the sensitivity analysis, which showed pressures on income of £1,677k in addition to the projected year-end deficit. As a result, the College was pressing hard on both income and expenditure with the goal of retaining its ‘Good’ financial health.</p> <p>Governors discussed the relationship between the College’s financial performance and its plans for the academic year ahead, including the start of a new multi-year strategic plan. The Chief Operating Officer confirmed that a financial plan for the following year would be contained within the College Financial Forecast Return, which would be scrutinised by the Finance & General Purposes Committee on 18 June ahead of the Board’s consideration on 2 July.</p>
8	<p>Confirmation of going concern</p> <p>The Chief Operating Officer reported that the College’s current cash position was strong and that it was able to cover its current liabilities. The College remained a going concern on this basis.</p>
9	<p>Estates strategy update</p> <p>The Chief Operating Officer spoke to a paper on the College’s Estates strategy and noted the arrival of Sara Muir as the College’s new Director of Estates and Infrastructure. Works to refurbish all three of the College’s campuses were being progressed. The COO referred the Board to the presentation given by Peter Marsh Consulting as part of the governors’ day on 7 May on the potential redevelopment of Hammersmith & Fulham College, which offered a significant opportunity to create a world-class facility for teaching and learning on a smaller footprint.</p> <p>The College was actively engaged with Hammersmith & Fulham Council as the local planning authority as a key partner in advancing its plans. Approximately £1m was required to complete RIBA Stage 3, which the College had been working on in recent months with the assistance of Peter Marsh Consulting. These funds were not available within the current year’s budget, and the financial plan for 2024/25 was under development.</p> <p>In the discussion that followed, the Board discussed the following issues:</p> <ul style="list-style-type: none"> ● The scale of the financial commitment necessary to make progress; ● The importance of maintaining progress as part of the Board’s agreed Estates strategy; ● The likelihood of a major capital grant being available in the years ahead and potential alternative sources of funding; ● The potential benefits of having completed RIBA Stage 3 were a capital scheme to become available; ● The costs, viability and impact on learner experience of seeking to maintain and upgrade the current site; and ● The nature and balance of risks in determining a way forward.

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	<p>The CEO/Principal reminded the Board that no decision was being sought at this stage as the College was still consulting its professional advisers and gathering intelligence from elsewhere in the sector.</p>
<p>10</p>	<p>Equality, diversity and inclusion</p> <p>The Deputy Principal (Curriculum & Quality) spoke to the EDI annual report for 2022/23 and a revised EDI policy, in accordance with the decision of the Board of 17 October 2023. In the discussion that followed, the Board discussed the role of staff and student surveys in providing evidence to assess the College's performance and progress against its action plan. In the annual report, governors queried the proportion of casual teachers identifying as BAME. The Deputy Principal suggested that in the case of casual teachers it was possible that the information was not being declared or recorded in the same way as would be the case for permanent staff.</p> <p>Resolved, That</p> <ul style="list-style-type: none"> ● the EDI Report for 2022/23 be approved; ● that the Association of Colleges' Equity, Diversity and Inclusion Charter be adopted; and ● the EDI policy be approved.
<p>11</p>	<p>Health and safety</p> <p>The Chief Operating Officer spoke to the papers on Health and safety, which covered the first two terms of the academic year. He noted that the proportion of staff completing mandatory training was up both year-on-year and between the reporting periods. The Chief Operating Officer drew the Board's attention to the fact that although the College had not had any RIDDOR incidents in either the autumn or the spring terms, a RIDDOR incident had occurred in the last couple of weeks and had been reported to the Health & Safety Executive accordingly.</p>
<p>12</p>	<p>Curriculum & Quality Committee (23 April)</p> <p>Carole Kitching reported that the Curriculum & Quality Committee had met on 23 April at which governors had discussed the latest position on the QIP, teaching, learning and assessment, attendance and also predicted outcomes. The Committee also received updates on stakeholder engagement and curriculum planning from the Deputy Principals. The Committee had noted the impact of initiatives including Spotlight Teachers and the CPD offer on the quality of teaching, learning and assessment.</p> <p>Laura Gladstone had observed a deep dive on Science teaching at Ealing Green College on 14 May, hosted by the Assistant Principal (Quality and Learner Experience). The visit had provided evidence of the impact of the work of the Quality team in supporting curriculum staff.</p> <p>On safeguarding, the level of mental health referrals within the College remained a significant issue although the trend was down on previous reporting periods. The Committee had discussed the extent to which this could be reflective a post-pandemic regression to the mean and the Head of Safeguarding was consulting with</p>

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	<p>local partner organisations to test this theory. Carole Kitching reported that as safeguarding link governor she had recently taken the opportunity of visits to the College to gain a better impression of the issues as they presented themselves to staff and students.</p> <p>On learner voice, the Assistant Principal (Quality and Learner Experience) reported that the latest learner survey showed improvements in the level of engagement and increased scores, which demonstrated the impact of tutorials. Not all learners were receiving the careers and enrichment that they wanted and this continued to be an area of focus for the College. The final survey of the academic year had been issued earlier in the day.</p>
13	<p>Any other business</p> <p>The CEO/Principal reported that the College's key contact within the ESFA had changed following a reorganisation of the territorial teams to new 'place-based' teams. The College's Annual Strategic Conversation was scheduled to take place on 4 July, and would focus on curriculum reform and accountability statements. Board involvement would be arranged by the Director of Governance.</p>
14	<p>Next meeting</p> <p>The next Board meeting was scheduled for Tuesday 2 July.</p>