

UNCONFIRMED MINUTES**THE CORPORATION OF WALTHAM FOREST COLLEGE****MINUTES OF THE MEETING HELD ON 24 MAY 2007****MEMBERS OF THE CORPORATION**

David Pendle	<i>present</i>	Business member and Chair of the Corporation
Afzal Akram	<i>present</i>	Business member
Shiam Chuttoo	<i>present</i>	Staff member
George Clarke	<i>present</i>	Co-opted member and Chair of Audit Committee
Gavin Foster		Student member
Carol Gibson	<i>present</i>	Principal and Chief Executive
Keith Mogford	<i>present</i>	Co-opted member
Michael Polledri	<i>present</i>	Business Member
John Ralph	<i>present</i>	Business Member and Vice Chair of the Corporation
Sajid Ramzan	<i>present</i>	Business Member
Jacqueline Sheehy	<i>present</i>	Community member
Victor Sivagunam	<i>apologies</i>	Business member
Terry Wheeler	<i>present</i>	Co-opted member
Graham Woolnough	<i>apologies</i>	Local Authority member

CLERK TO THE CORPORATION

Graham Chappell Clerk to the Corporation

IN ATTENDANCE

Darrell Bate	Assistant Principal Curriculum Performance & Improvement
Dennis Francis	Assistant Principal Adult Learning
Peter Glasgow	Vice Principal Curriculum
Debbie Greenidge	Director of Finance & Facilities
Robin Jones	Deputy Principal
Claire Shire	Assistant Principal Young People's Learning

Theme: LE – the Learner Experience**Part One - PROCEDURAL AND STANDING ITEMS(i):****81.07 MEMBERSHIP OF THE CORPORATION**

The Clerk reported that, following a call for nominations from amongst Support and Management staff to the vacancy of Staff Member, only one nomination had been received. An election had therefore been unnecessary. The nominee was Ken Parker, the College's Health and Safety Manager. It was hoped he would be able to attend his first meeting of the Corporation on 19 June 2007.

In accordance with Clause 5(1) of the Instrument and Articles of Government, the Corporation agreed to appoint the following member to the category and for the period as stated:

Ken Parker – as a Staff Member, for a 4 year Term of Office ending on 18 June 2011.

It was confirmed that, on the basis of the currently determined membership, there was one Community Member vacancy.

82.07 APOLOGIES FOR ABSENCE

The Corporation noted the apologies for absence submitted by the following members:

Victor Sivagunam – business commitments
Graham Woolnough – business commitments

The Corporation recognised that Afzal Akram and Terry Wheeler would have to leave the meeting at 19.00 because of a Council meeting.

83.07 DECLARATION OF INTERESTS

In respect of agenda item 12 - Property Strategy, Michael Polledri declared that consultants, King Sturge, act for his business.

The members of the Corporation confirmed that there were no other issues included on the agenda for this meeting in which they had a personal interest.

The Register of Interests is available for inspection at meetings of the Corporation and the committees of the Corporation and during standard office hours in the office of the Clerk to the Corporation.

84.07 AGENDA FOR THE MEETING OF THE CORPORATION

In accordance with the custom and practice of the Corporation, members were given the opportunity to identify issues for discussion, over and above those proposed in the agenda, which had regard to the recommendations of the committees of the Corporation as well as the role and responsibilities of the Corporation. Members confirmed that there were no other items.

The Chair reported that Part Two of the agenda, item 5 - Appointment of Principal and Chief Executive, had been taken at the commencement of the meeting and was the subject of a Restricted Minute. [N.B. a summary of the discussion is included in these public minutes under Minute 96.07]

The Chair advised that agenda item 12 - Property Strategy and agenda item 16 - Audit Committee, would be taken before any other main items of business due to the need for some members to leave the meeting early.

85.07 MINUTES OF THE MEETING OF THE CORPORATION HELD ON 20 MARCH 2007

The minutes of the meeting held on 20 March 2007 were approved by the Corporation and signed by the Chair as a correct record.

86.07 MINUTES OF THE MEETING OF THE CORPORATION HELD ON 18 APRIL 2007

The minutes of the meeting held on 18 April 2007 were approved by the Corporation and signed by the Chair as a correct record.

87.07 MATTERS ARISING FROM THE MINUTES OF THE MEETING OF THE CORPORATION HELD ON 20 MARCH 2007

The members of the Corporation confirmed that there were no matters arising from the minutes of the meeting of the Corporation held on 20 March 2007 that were not to be covered by items already appearing elsewhere on the agenda.

88.07 MATTERS ARISING FROM THE MINUTES OF THE MEETING OF THE CORPORATION HELD ON 18 APRIL 2007

The members of the Corporation confirmed that there were no matters arising from the minutes of the meeting of the Corporation held on 18 April 2007 that were not to be covered by items already appearing elsewhere on the agenda.

89.07 ACTION POINTS ARISING FROM THE MINUTES OF PREVIOUS MEETINGS OF THE CORPORATION

The Corporation reviewed the list of action points from the minutes of previous meetings of the Corporation and received updates on items which were not the subject of separate reports on the agenda.

90.07 CALENDAR OF FUTURE MEETINGS

The Corporation noted that the date previously agreed for the second meeting of the 2006/07 Summer Term was Tuesday 19 June 2007.

The Corporation reviewed the remaining dates on the previously approved schedule of meetings for 2006/07:

LE

PE

FH

Tuesday 19 June 2007

Monday 16 July 2007

It was noted that, at the 20 March 2007 meeting of the Corporation, the following schedule of meetings was agreed for 2007/08:

<u>LE</u>	<u>PE</u>	<u>FH</u>
Tuesday 16 October 2007	Monday 19 November 2007	Tuesday 18 December 2007
Monday 21 January 2008	Tuesday 19 February 2008	Monday 17 March 2008
Tuesday 20 May 2008	Monday 16 June 2008	Tuesday 15 July 2008

All of the above meetings will commence at 19:00 unless other arrangements are agreed. It was recognised that it would be necessary to continue to review the calendar having regard to the business to be considered and the likely availability of members.

[Afzal Akram and Terry Wheeler left the meeting at this point – 19:00]

Part Two - OTHER MATTERS (i):

91.07 PROPERTY STRATEGY

The Corporation received and considered a report providing an update on the Property Strategy. In introducing the report, the Deputy Principal highlighted that the Corporation had previously received a number of reports and presentations on:

- the background to the preparation of the Property Strategy
- the successful application for funds to progress a range of DDA related works (e.g. the provision of a new passenger lift in the Forest Road building)
- the difficulties in identifying a satisfactory solution to improving access to the front of the Forest Road building within the limitations of the existing arrangements
- the wish to bring the facilities currently located at Lockwood Way and Priestley Way on to the Forest Road site so as to improve the overall student experience
- the intention to retain the Uplands House site as an integral part of the College

Following a tender process, King Sturge had been appointed to work with Waltham Forest College to prepare the Application in Principle to the LSC for capital funding support. The Deputy Principal emphasised that the current process was a preliminary stage which was necessary before any final decisions were made by the Corporation to proceed with an overall project. It was noted that 50% of the consultant's charge for this initial phase would be recoverable from the LSC.

The Deputy Principal's report recommended the establishment of a Joint Corporation/College Management Property Strategy Group. This would meet as and when appropriate over the next five months or so for the following purposes:

- to provide a direct Corporation member input into the discussions leading up to and following the presentation of the report by King Sturge to the Corporation on 16 July 2007 whilst recognising the governance and management division of responsibilities;
- to raise awareness of issues as soon as practicable as and when they emerge as a result of, for example, the forthcoming discussions with the Local Authority Planners;
- to track progress having regard to the LSC requirements set out in the Capital Handbook.

The establishment of the proposed Joint Corporation/College Management Property Strategy Group would not impact on the powers and responsibilities of the Corporation.

In response to a member's question, the Deputy Principal confirmed that, according to current estimates, the College should expect to have to fund c.£8m of the c.£63m total project cost. This could be in the form of a debt (mortgage) serviced over, say, 25 years. The Corporation recognised that, for a range of reasons including the level of inflation impacting on the construct industry, the final project cost would not be determined for some time.

The Corporation agreed:

1. to note the appointment of King Sturge to progress the Property Strategy and specifically the preparation of an Application in Principle to the LSC having undertaken a feasibility study in accordance with the provisions of the LSC Capital Handbook;
2. to note the intention to present to the Corporation on 16 July 2007 the recommendations arising from the work of King Sturge;
3. that a Joint Corporation/College Management Property Strategy Group is established for the period to 16 October 2007 subject to ongoing review;

4. to agree that the purpose of the joint Corporation College Management Property Strategy Group is as set out in paragraph 16 of the report and as summarised in paragraph 3 of this minute;
5. to appoint David Pendle, Michael Polledri and Sajid Ramzan as members to serve on the Joint Corporation/College Management Property Strategy Group.

[Debbie Greenidge joined the meeting at this point – 19:14]

92.07 AUDIT COMMITTEE – MEETING HELD ON 16 MAY 2007

The Corporation received and noted the minutes of the meeting of the Audit Committee held on 16 May 2007.

Amongst the matters highlighted by the Chair of the Committee was a suggestion that there could be a standing item on the Corporation's "Financial Health" themed agenda each term relating to identifying and recording the Corporation's assurance of the Committee's effectiveness. The Principal recommended that it would be helpful if the approach adopted was not overly bureaucratic and perhaps focussed on trends in the matters addressed by the Committee.

93.07 INTERNAL AUDIT ANNUAL REPORT – 2005/06

The Corporation received and considered the Annual Report of the Internal Auditor for 2005/06. The Audit Committee had received and discussed the report at its meeting held on 16 May 2007. The report showed that the Internal Audit Service considers the College to have adequate and effective risk management, control and governance processes.

The Audit Committee had recognised that the College did not process some of the internal audit reports in 2005/06 as promptly as they could or should have been in that year. This was for a range of reasons including the time allocated to addressing a range of other issues including those associated with seeking to improve student success rates and preparing and progressing the income and expenditure budget for 2006/07 which impacted on a number of posts (e.g. some posts continued to be frozen for the year having been held vacant for a time during 2005/06).

The Corporation agreed:

1. to receive the Internal Audit Annual Report for 2005/06 as presented to and considered by the Audit Committee on 16 May 2007;
2. to note the intention to address all internal audit reports in a timely fashion as has been the practice in the past;
3. to note that, although not all of the final internal audit reports for 2005/06 were finalised as quickly as would have been hoped, the recommendations arising from the reviews were addressed as soon as practicable and, in some instances, before the final draft reports were issued to the College for comment.

94.07 INTERNAL AUDITORS – APPOINTMENT

The Audit Committee held on 16 May 2007 had considered the arrangements for the appointment of internal auditors (minute 486). It was noted that it had been originally planned to carry out a tender process to identify new internal auditors for 2006/07 and beyond (Bentley Jennison would be eligible to put themselves forward for re-engagement). In the event this had been deferred and would be progressed in the coming weeks.

The Committee had now agreed to recommend to the Corporation that Bentley Jennison be appointed as internal auditors for the 12 month period to 31 July 2007.

In response to a member's question, the Deputy Principal confirmed that, during the course of their engagement, there had been a change in the Bentley Jennison lead partner on a number of occasions.

The Corporation agreed that Bentley Jennison be appointed as internal auditors for the 12 month period to 31 July 2007.

[Michael Polledri left the meeting at this point – 19:15]

95.07 INTERNAL AUDIT PLAN – 2006/07

The Corporation received and considered the Internal Audit Needs Assessment Update and Periodic Plan for 2006/07. This had also been discussed by the Audit Committee at its meeting held on 16 May 2007 and was now recommended to the Corporation for adoption.

The Deputy Principal highlighted that the Plan included provision for a review of the College's Learner Number Systems.

The Corporation agreed to approve the Internal Audit Needs Assessment Update and Periodic Plan for 2006/07 for immediate implementation.

96.07 PRINCIPAL AND CHIEF EXECUTIVE

The Chair gave a brief update for the benefit of the members and officers that had not been present for the confidential discussions at the commencement of the evening. He confirmed that it had been reported that, following the recruitment process for a new Principal and Chief Executive earlier that week, the Selection Panel had been unable to make a recommendation to the Corporation.

The Chair explained that, as a consequence, the Corporation had decided to postpone the recruitment of a new Principal until after the summer period and to ask Robin Jones to take on the role of Acting Principal and Chief Executive of Waltham Forest College (using the title of Principal) from 1st September 2007. Peter Glasgow had also been asked to take on the role of Acting Deputy Principal (using the title of Deputy Principal) from 1st September 2007.

Both Robin Jones and Peter Glasgow had accepted the invitations. They would revert to their substantive posts when a person appointed to the permanent position of Principal commences their duties. The need has been identified for an urgent review and action to ascertain what support staff, both of a senior and junior level, are required to support the Principalship.

Part Three – THE LEARNER EXPERIENCE:

97.07 TEACHING AND LEARNING

The Corporation received and considered a report on Teaching and Learning at Waltham Forest College. In presenting the report, the Vice Principal Curriculum said that it built on the reports provided to the 16 October 2006 and the 16 January 2007 meetings of the Corporation.

The following points were among those highlighted by the Vice Principal or were raised through questions from members:

- Learners of Statutory School Age – the College has been successful in its submission to run the Young Apprenticeship for 21 learners from three local schools;
- Course Review – early indications are that the College is on track to achieve its challenging external success rate target of 79% and there is potential for an internal target of 82%;
- Courses Causing Concern – NVQ L2 Care is being moved to another curriculum area;
- Observation of Teaching and Learning – the Teaching Observation Procedure has been updated to reflect the fact that Capability Procedure will be used. The Principal explained that the Procedure has been in place for five years following discussion with recognised unions. The Deputy Principal emphasised that the Capability Procedure has been designed to be supportive;
- Teaching and Learning Improvement Team – this term will centre on a series of ILT projects designed to develop vital areas of student and staff support. These include developing new student induction materials which utilise ILT in a user-friendly way;
- Key Skills and Skills for Life – there is a need to be more focussed on cross-College initiatives. Managers are contributing to the development of a Key Skills Action Plan;
- ILT and Every Child Matters – a group is leading on the development of an in-house teaching and learning interactive package of material supporting work on the 5 Every Child Matters themes and additionally Equality & Diversity and Sustainability. This would also contribute to Student Induction.

The Corporation agreed to receive and note the report on Teaching and Learning.

98.07 STUDENT SUCCESS – 2005/06

The Corporation noted that the College understands that the national benchmark for Student Success in 2005/06 is 76% which places Waltham Forest College on benchmark.

Part Four - OTHER MATTERS (ii):

99.07 STRATEGIC FRAMEWORK REVIEW

The Corporation received and considered a report which provided an opportunity to review the contents of the College's Strategic Framework and to approve a number of amendments and additions to reflect changed circumstances.

The Principal explained that it had been very difficult to integrate all of the responses arising from the consultation with the Corporation and SMT. This was because of the widely conflicting suggestions and opinions provided in respect of some aspects although there was also much agreement on many of the points. She went on to say, some of the more operationally based contributions would become part of the Development Plan instead. She noted that the audience for the Strategic Framework was internal and primarily for education practitioners.

There was a new section on "Ethos" which replaced a section that had been entitled "Core Values".

As a result of this review the College Mission Statement had been revised to read "*Waltham Forest College – working with our communities to realise potential through lifelong learning*".

A member suggested that the phrase included in the 14-19 section, "have fun through learning", should also appear in the section for 19+ learners. This was agreed.

The Corporation agreed to approve College's Strategic Framework incorporating the College Mission Statement, as revised and amended, for immediate publication.

100.07 DEVELOPMENT PLAN 2007-2010

The Corporation received a presentation from the Principal on the College's Development Plan for the period 2007 to 2010.

The Principal explained that the section on the new management structure in last year's Development Plan has been replaced by a brief update on progress. Amongst the other new elements now to be included in the Plan are:

- Revised Strategic Framework (see Minute 98.07 above);
- Adult Level 2 – migration of provision and match to staff skills;
- The move of some Adult provision to full cost to reflect reduced LSC funding;
- Train2Gain – focus on the new WFC sales force (located in the BIDU - Business and International Development Unit) to compensate for the failure of the London based LSC brokerage system;
- The move to achieve the New Standard and the identification of areas for COVE status.

The Principal reiterated that ESOL is a continuing priority in terms of social inclusion and highlighted the following points that will be in the updated Plan:

- There are changes to ESOL funding and delivery;
- No automatic fee remission but an assumption that many students will still be eligible for concessions due to personal circumstances;
- Developing vocational provision appropriate to the needs of ESOL learners;
- Work with Job Centre Plus to address some of the issues faced by learners having to work and study part-time without losing benefit;
- Work-in in partnership with Job Centre Plus to develop employability skills for ESOL learners;
- There will be some grant funding available for transition.

There is a new section on the Property Strategy which reflects the tender process and the appointment of King Sturge. The expectation is that the application for capital funding will be presented to the LSC in Spring 2008 but this will depend on the outcome of the Corporation's discussions and decisions on 16 July 2007. A communication strategy needs to be developed for the project.

The revised Development Plan will include a Budget Overview. This will focus on the need to maintain stability whilst the funding methodology changes and includes more volatile elements. It will also cover issues such as income commitment and collection, cash flow and make reference to increased expenditure such as pensions, insurance, incremental progression and pay awards.

In summary, the Principal emphasised that the main issues were a self-funded sales force and the impact of changes in Government policy on ESOL. "321" was soon to become "221" – where the task is to embed the previously tried and tested strategies and deliver the Excellence Maps.

The Chair of the Audit Committee asked that an appropriate profile was given in the Development Plan to the costs, both financial and in terms of legacy, of the proposed Property Strategy. The Principal agreed to add this and said that she would also include an indication of the estimated savings that would arise – which would contribute to the loan repayments.

The Corporation thanked the Principal for her presentation and agreed to note its content.

101.07 INCOME AND EXPENDITURE BUDGET – FINANCIAL YEAR 2006/07: MANAGEMENT ACCOUNTS FOR MARCH 2007

The Corporation received and considered a report that provided information on the financial health of the College as at 31 March 2007 (i.e. the end of period 8 of 2006/07 Financial Year). In addition to the Management Accounts, the report also provided a position statement on the financial performance of Waltham Forest College.

The Director of Finance & Facilities highlighted that, as previously reported, Tuition Fee income for mainstream courses is down. The reduction is now estimated to be £181k in 2006/07 which also needs to be viewed in the context of the anticipated shortfalls in income associated with tuition fees for overseas students and commercial activities. However, there are also a number of positive amounts such as project funding and bank interest which will mean that the College was still on target to achieve a surplus of income over expenditure of the order of the £350k. All income and expenditure budget lines remained under close scrutiny in the context of the corporate goal relating to the financial health of the College.

The commentary explained that the College was seeing increased numbers of learners who were eligible to claim fee remission in line with the national arrangements. The implication of this is that the College is only compensated for this up to the overall LSC allocation for the year. In the past, providers (such as Waltham Forest College) may have received an additional payment from the LSC as a result of exceeding the funding target, but this no longer the national practice.

The Corporation agreed:

1. to receive and note the position statement relating to the financial performance of Waltham Forest College at March 2007 (period 8 of 2006/07);
2. to note that the current performance against the LSC funding target for 2006/07 is encouraging;
3. to note that the current projection is that income will exceed expenditure by £357k as at 31 July 2007;
4. to note the information in paragraph 10 of the report relating to the impact of depreciation on the Month 8 performance.

102.07 INCOME AND EXPENDITURE BUDGET – FINANCIAL YEAR 2006/07: MANAGEMENT ACCOUNTS FOR APRIL 2007

The Management Accounts for April 2007 were currently being prepared for review.

The LSC grant income total has risen from £17.3m to £17.6m during the past month against the target of £18.2m for 2006/07.

The Deputy Principal drew attention to the increased amount of the LSC funding associated with fee remission within the £18.2m target. As explained in the context of the Management Accounts for March 2007 (item 101.07) the College is experiencing a substantial shortfall in mainstream course tuition fee income which may not in the event be compensated for via the national funding methodology as, if the College exceeds the target, no additional payment will be received by the College.

The particular attention of the Corporation was drawn to the data on learner numbers in 2006/07. Waltham Forest College (like many general FE colleges) starts courses throughout the year and not solely in September or January. A number of courses are planned for the remainder of the year 2006/07 which will move the College towards the learner number targets for the year but, at this point, no guarantee could be given that the targets would be achieved but this was the intention.

103.07 SEARCH COMMITTEE – MEETING HELD ON 20 MARCH 2007

The Corporation received and noted the minutes of the meeting of the Search Committee held on 20 March 2007.

104.07 SELF REGULATION OF FURTHER EDUCATION

The Corporation received and considered a brief report on self-regulation of the FE sector.

In his keynote speech to the November 2006 AoC conference, the Secretary of State for Education, Alan Johnson issued a challenge to the FE sector. This was to take forward the commitment to self regulation mentioned in the FE Reform White Paper.

A group was formed, chaired by Sir George Sweeney, to develop a strategy that would lead to the implementation of a system of self regulation in the FE sector. Sir George and Bill Rammell MP, the Minister of State for Lifelong Learning, Further and Higher Education issued a joint statement to the sector. This was attached to report for information together with the group's Phase 1 Proposition to the Secretary of State for Education and Skills.

The Corporation agreed to receive and note the report on self-regulation of Further Education.

105.07 ANY OTHER ITEMS OF URGENT BUSINESS

A member asked if the College had made of the necessary arrangements for the National Smoking Ban commencing on 1 July 2007. It was confirmed that work has been progressing towards this date with the recognised unions and the College's Health & Safety Committee. The Deputy Principal agreed to discuss the matter outside of the meeting with the particular member if this would be helpful.

There were no other items of urgent business.

Part Five – PROCEDURAL AND STANDING ITEMS(ii):

106.07 ITEMS FOR FUTURE MEETINGS OF THE CORPORATION

The Corporation noted that, at this stage, it was intended that the agenda for the meeting of the Corporation to be held in June 2007 and/or, as appropriate, on future occasions, would include the following items:

- Income and Expenditure Budget – Financial Year 2006/07 - Management Accounts for April 2007
- Income and Expenditure Budget – Financial Year 2006/07 – any issues emerging from the preparation of the Management Accounts for June 2007
- Internal Audit Annual Report – 2005/06
- Audit Committee Annual Report
- Health & Safety – Position Statement
- Property Strategy
- Equal Opportunities Policy Statement
- Disability Equality Statement
- Disciplinary and Grievance Procedures for Senior Post Holders
- Public Interest Disclosure Procedure – Review
- Investors In People – feedback on the re-recognition visit
- Student On-Programme Survey 2006/07
- College Charter
- Disability Statement
- Students' Union – Income & Expenditure
- Development Plan 2006-09 – Monitoring Statement

107.07 ACTION POINTS ARISING FROM THE MEETING OF THE CORPORATION

The action points arising from the meeting of the Corporation are detailed in appendix 2 to these minutes for future reference.

108.07 MESSAGES TO STAFF

It was agreed that a further email to all staff should be sent advising on the acting arrangements that will be operating following the Principal's last day of service on 31 August 2007.

109.07 MEETING REVIEW

The Corporation had previously agreed that, in addition to an overall annual review of the Policy Governance Model, each meeting would close with a review as to the effectiveness of that meeting within the adopted framework.

Members had no additional comments to make over those made during the reviews of previous meetings.

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There being no other business to report, the Chair thanked those present for attending and closing the meeting [at 20:30 hrs].

THE CORPORATION OF WALTHAM FOREST COLLEGE

ACTION POINTS ARISING FROM MEETINGS OF THE CORPORATION

Minute No.	Issue and Action	Target Date	Achievement Date
175.04 (see also 92.06 below)	<u>DISCIPLINARY AND GRIEVANCE PROCEDURES FOR SENIOR POST HOLDERS</u> It was agreed to receive revised versions of the Disciplinary and Grievance Procedures for Senior Post Holders.	Following receipt of DfES guidance	
12.06	<u>CHILD PROTECTION</u> To carry out the annual review of the College's Child Protection Policy and Procedure.	January 2008	
92.06	<u>REVISED INSTRUMENT AND ARTICLES OF GOVERNMENT</u> To receive recommendations in respect of: (1) revisions to the grievance and disciplinary procedures for the senior postholders; (2) other aspects relating to HR best practice;	Following receipt of DfES guidance	
11.07	<u>COURSES CAUSING CONCERN</u> It was confirmed that future reports would indicate the number of starts, both numerically and as a percentage of the target.	<i>revised date</i> 16 October 2007	