

THE CORPORATION OF WALTHAM FOREST COLLEGE

MINUTES OF THE MEETING HELD ON 12 NOVEMBER 2019

MEMBERS OF THE CORPORATION

Youness Abidou	<i>apologies</i>	Member
Nadia Ahmed	present	Member
Paul Butler	<i>apologies</i>	Member, Chair of the Corporation and Safeguarding Champion
Joy Kettle	present	Member, Principal and Chief Executive
Alison Morris	present	Member, Careers Champion
Priscile Mbuka	present	Student Governor
Renatta Nzomono	present	Member
Lutfiya Othman	present	Student Governor
Frank Royle	present	Staff Member
Tim Strong	present	Member, Chair of Search Committee & Remuneration Committee
Neil Taylor	<i>apologies</i>	Member
Kalim Uddin	present	Staff Member
Kapil Wadhvani	<i>apologies</i>	Member, Health & Safety Champion
Graham Woolnough	present	Member, Vice Chair of the Corporation, Chair of Audit Committee

CLERK TO THE CORPORATION

Val Bartlett	present	Clerk to the Corporation
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IN ATTENDANCE

Lynda Croft	present	Interim Deputy Principal Corporate Resources (IDPCR)
Stella McManus	present	Deputy Principal Curriculum & Quality (DPC&Q)

Executive Team Members: Amir Ahmed, Stella Fleming, Nadeem Khalifa, Darren Kirwin, John Newton

Curriculum Teams: Nick Cocks, Craig Buist
Ambica Sanger, Nurinder Sangar

Due to the absence of the Chair of the Corporation, the Vice Chair of the Corporation chaired this meeting.

66.19 **APPOINTMENT OF STUDENT GOVERNORS**

The Clerk reported that Lutfiya Othman and Priscile Mbuka had been elected President and Vice President, respectively, of the Students' Union for 2019-20.

Governors were reminded that it is custom and practice to appoint the President and Vice President of Waltham Forest College Students' Union to act as the two Student Members of the Corporation.

The Corporation ratified the appointments of Lutfiya Othman and Priscile Mbuka as the two Student Members until 31 July 2020.

The Chair welcomed both Student Governors to the meeting.

67.17 APOLOGIES FOR ABSENCE

Apologies had been received and accepted from:

Youness Abidou - work commitment
Paul Butler - work commitment
Neil Taylor - previous commitment
Kapil Wadhvani - work commitment

68.19 DECLARATION OF INTERESTS

The Members of the Corporation confirmed that there were no items on the agenda for the meeting in which they had a personal interest.

The Corporation agreed to take the College Self-Assessment Report (SAR) and the College Report as the next two items of business.

69.19 COLLEGE SELF-ASSESSMENT REPORT- SAR

The Corporation and members of the Executive Team received presentations from two curriculum areas, namely, ACE (Automotive, Electrical and Engineering) and Health & Social Care & Early Years plus Sport and Public Services.

A question and answer session then followed with the following noted in particular:

ACE

- This area has self-assessed as Requires Improvement
- The provision in ACE has grown year on year
- Challenges regarding student behaviour and attendance and also difficulty in attracting and retaining skilled staff in ACE during 2018/19 had an impact on student outcomes. Action plans are in place for 2019/20 to address these including more resources both in terms of staffing and buildings
- Curriculum planning for ACE in 2020/21 and beyond is part of a longer term project which will include the Estates Strategy

Health & Social Care & Early Years

- This is a strong area with good pastoral support
- Attendance, punctuality and behaviour are all good
- Staff take ownership of their areas and set clear and high expectations which are followed through e.g. monitoring and chasing up attendance

It was noted that staff are now using ProMonitor and that some bespoke training is being put in place where required.

Governors noted that curriculum areas continue to share and learn from each other

The Chair thanked all for their very informative and helpful presentation.

19:45 Curriculum staff left the meeting

The DPC&Q then presented the key highlights from the College SAR for 2018/19 which has been formatted in the style of the new Education Inspection Framework–EIF.

Governors noted the key strengths including, providing excellent support to learners who are well-informed, safe and are provided with the necessary skills to progress. There are some pockets of very good practice e.g. Health & Social Care, Travel & Tourism, Creative and Digital. Adult achievement continues to be strong with maths and English significantly above the national average.

The College has staved off a 3-year declining trend for Young People.

Work placements have increased significantly.

Further progress has been made in aligning the curriculum to both the local and national context.

The challenges and actions for 2019/20 include improvements in:

- Attendance
- Destination information
- Teaching and learning
- Level 1 and Level 2 performance
- Working with Curriculum Managers to support improvements in on-line tracking and in-year teaching and learning assessments

The overall effectiveness grading for the College Self- Assessment Report is 'Good'. Within the gradings subset all are 'Good' apart from two areas which are both assessed as 'Requires Improvement', namely Behaviour and Attitudes (primarily attendance) and Education Programmes for Young People.

The Corporation noted that two Governors, namely Graham Woolnough and Alison Morris, had held a very informative meeting with the DPC&Q last week which included a review of the College on-line tracking systems - ProMonitor - and a snap shot of the current performance of curriculum areas.

A Governor queried how aspirations may be monitored and encouraged. By way of response it was noted that the recent restructure now encourages more support and challenge, making the areas stronger. New staff undertake an extended programme with a professional learner mentor (PLM) and support mechanisms are in place to aid the delivery of quality teaching.

A Governor asked what 3 key areas there are to help staff performance and these were noted as sharing good practice including within team meetings, mentoring is available for all staff, and a teaching and learning approach to empower staff.

The Corporation received and noted the College Self- Assessment Report for 2018-19.

70.19 COLLEGE REPORT

The Corporation received an update on the College from the Principal.

Governors were informed of two project opportunities.

One is a match funding capital bid of £300k which would be used to improve the West Wing and deliver new and improved innovative construction and digital resources to students. A Governor queried if more staff would be required for these digital resources and it was noted that there are currently staff at the College who have the necessary expertise. Discussion then took place around the curriculum and the need to upskill teachers in this digital age including blended learning. The DPC&Q reported that curriculum alignment has begun and there will be a stage by stage upskilling process for students and staff e.g. there is an ETF bite-size module package being rolled out for staff.

The second opportunity is an application to the Skills for London Innovative Fund of up to £500k to help support the Mayor's priorities for education and skills in London, demonstrating innovation and delivering tangible outcomes.

The Principal then outlined the headline results from two Learner surveys.

The ESFA Learner Satisfaction Survey 2018-19 indicated that the College has increased its overall satisfaction rate by 1%.

The ESFA Employer Satisfaction Survey indicates a decline during 2018-19, however, the overall satisfaction rate for the College is 85% against a national comparison rate of 84%.

In response to Governors' questioning, it was noted that issues have been identified around advice to students including a growth in the complexity of student needs and that there is work to be done regarding improvement actions.

The Corporation then noted the 16-18 recruitment figures for the last three years which, very pleasingly, show an increase year on year. The recent College Open Event had the best ever attendance numbers.

The Marketing Team has been very proactive and been shortlisted for the national F.E. Marketing awards.

A Breakdown of Safeguarding referrals was noted and that the data is to be used to shape seminars for Safer Learner Week and to target key areas.

The Principal then highlighted some 'good news' stories including:

- The College sponsored the Young Gifted and Black Awards with 17 students receiving awards at the event
- A 2-day event Pride Factor, a skills academy dedicated to 'Inspiring Young Minds' was launched at the College by the UK Empowered Youth platform
- University scholarships
- Ford Motor Company to deliver a workshop at the College

The College report also updated Governors on the following:

- Actions undertaken following the staff survey.
- Management Development Programme.
- Annual Complaints Report 2018-19.
- Annual H.R. Report 2018-19.
- Gender Pay Gap data - the College is significantly lower than the ONS figures for 2017.

The Corporation received and noted the College report.

20:20 AA/SF/NK/DK/JN left the meeting- RN joined the meeting

71.19 MINUTES OF THE MEETING OF THE CORPORATION HELD ON 15 OCTOBER 2019

The Minutes of the Corporation meeting held on 15 October 2019 were approved by the Corporation and signed by the Vice Chair of the Corporation as being a correct record.

72.19 MATTERS ARISING

A meeting of the Strategy Group had been held on 28 October 2019.

Arising from that meeting that the Principal had been tasked with preparing an Improvement Plan for consideration by the Corporation on 12 November 2019.

In addition, following discussions held at the Corporation meeting on 15 October 2019 and the subsequent Strategy Meeting on 28 October 2019, a Board Assurance review is to be undertaken by external consultants, with a report to be prepared for Governors to consider on 10 December 2019.

73.19 RECONCILIATION OF THE YEAR ENDED 31 JULY 2019 TO THE DRAFT FINANCIAL STATEMENTS 2018/19

The IDPCR reported on the current position statement reconciling the draft unaudited Management Accounts for the year ended 31 July 2019 to the draft operating Income & Expenditure (I&E) in the Financial Statements for 2018-19.

Governors were informed that audit work is still on-going and a clearance meeting is to be held on 13 November where outstanding issues and recommendations will be reviewed.

An Audit Committee meeting will be held on 21 November 2019 where the draft end of your accounts will be received and considered before being presented to Corporation on 12 December 2019.

The Corporation was then informed that the current draft position is indicating £131k of adjustments which results in a £89k college operating deficit for 2018-19.

Governors then queried in detail the adjustments which included processes and controls. Reassurance was provided by management that there are now more rigorous financial control checks in place.

The IDPCR then explained that the effect of the adjustments on the College's draft financial health grade has resulted in a deterioration of 10 points from 170 to 160 points, representing an unchanged grade of 'Requires Improvement' which has a grade range from 120-170 points.

The Corporation was reassured that the bank loan covenant continues to be met.

Governors then queried why the situation has deteriorated since last month and if this was expected. By way of response it was noted that it was not expected that the audit would have a negative impact.

It was also noted that the ESFA letter of 23 October 2019 to the Principal, assessed the financial health of the College as 'Good' based on the College's financial plan for 2018-19 to 2020-21.

The Principal then informed the Corporation that given the current financial position of 'requires improvement' and in particular the cash position, this has now triggered early intervention by the ESFA. A confirmation letter from the ESFA is expected and, upon receipt, the Principal is to forward this on to Governors.

The Corporation noted the update on the current year-end draft financial position for 2018-19.

74.19 INCOME AND EXPENDITURE 2019-20 - MONTHLY MANAGEMENT ACCOUNTS TO 30 SEPTEMBER 2019

The IDPCR provided the Corporation with a position statement on the financial performance of the College for the two months ended 30 September 2019.

The IDPCR reported that at this early stage in the year, after only two months of actual activity and one month of curriculum activity, it is difficult to draw any meaningful conclusions regarding emerging trends. The re-forecast in the October 2019 management accounts will help to identify the challenges and business drivers for 2019-20.

The draft actual operating position and the expectation that the College will achieve its budgeted surplus of £137k, would return the College's financial health to 'good' for 2019/20.

Pay costs were £31k higher than budgeted for the year to date and are being reviewed along with staff utilisation.

Non-pay operating expenditure continues to be tightly controlled and was £110k lower than budgeted.

Cash flow indicates cash balances of £1,385k as at 30 September 2019 and forecasts to hold £928k in credit at 31 July 2020. The IDPCR then informed the Corporation that the College is keen to adopt the ESFA style of reporting going forward, as from October 2019, as this style will provide better clarity.

It was noted that the current Balance Sheet is taken from the draft position as at 31 July 2019. Once the financial statements audit is completed an updated forecast will be undertaken.

Governors then queried the Management accounts in further detail including Agency costs as these currently do not include any cost for travel, subsistence and accommodation so do not provide a true comparison with budgeted costs for established posts. The IDPCR is to provide this information for October 2019.

Governors then queried how the Senior Team are managing risks as the financial KPI's indicate many 'Amber' but no 'Red' when currently finances have taken a dip yet there are no 'red' KPI's. A Governor commented that 'red' may in fact be better used as a trigger and an alert to SLT and Governors and the KPI's which ended the year as 'red' must surely be 'red' at the start of this year too.

By way of response the IDPCR agreed to take these comments on board and take a fresh view of the KPI's in the October Management Accounts.

The Corporation requested that the 31 October 2019 Management Accounts be circulated to Governors as soon as they are ready.

The Corporation:

1. Received and noted the draft and unaudited Management Accounts relating to the financial performance of Waltham Forest College to 30 September 2019.
2. Noted the key financial risks being managed and the mitigating actions being taken by the College.

75.19 GOVERNANCE ISSUES

The Corporation received an update from the Clerk on a number of governance related issues and noted the following:

- o Governors were requested to complete the Self-Assessment of Governance questionnaire and return it to the Clerk.
- o Governor training and forthcoming events.
- o Governor Champions for 2019-20.
- o Corporation attendance for 2018-19.
- o Completion of the Skills Audit.
- o Corporation Strategy Day to be held on Saturday 25 January 2020.

The Corporation approved the Standing Orders, Code of Conduct and Scheme of Delegation for 2019-20.

76.19 REMUNERATION COMMITTEE MEETING 28 OCTOBER 2019

The Corporation noted that the IDPCR has decided to retire and will leave her post at the College on 12 December 2019.

The Corporation noted that an interim DPCR is to be recruited as soon as possible and the Principal has made contact with agencies regarding this.

The Remuneration Committee met on 28 October 2019 and had discussed the post of Deputy Principal Corporate Resources in further detail including an updated Job Description.

The recruitment process for a permanent postholder is to begin in November and it was acknowledged that it may take up to 6 months before this post is filled.

These minutes have been approved by the Corporation and signed by the Chair as a correct record.

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SIGNED

The meeting closed at 21:50

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DATE

ACTION POINTS ARISING FROM MEETINGS OF THE CORPORATION

Minute No.	Issue and Action	Target Date	Achievement Date
44.19	<p>OPERATING PLAN</p> <p>Updated at each half term – to Corporation termly</p>	10 December	
64.19	<p>GOVERNANCE ISSUES</p> <ul style="list-style-type: none"> • ESFA – Letter and instructions to be reviewed by Audit Committee 21 November then to Corporation 10 December • Self –Assessment of Governance to be undertaken on 12 November 2019 	<p>10 December</p> <p>12 November</p>	
72.19	<p>MATTERS ARISING</p> <p>Board Assurance review</p>	10 December 2019	
73.19	<p>RECONCILIATION OF YEAR END ACCOUNTS</p> <p>ESFA early intervention notice. The confirmation letter from the ESFA is expected and, upon receipt, the Principal is to forward this on to Governors.</p>	ASAP	
74.19	<p>MONTHLY MANAGEMENT ACCOUNTS</p> <ul style="list-style-type: none"> ▪ Governors then queried the Management accounts in further detail including Agency costs as these currently do not include any cost for travel, subsistence and accommodation so do not provide a true comparison with budgeted costs for established posts. The IDPCR is to provide this information for October 2019. ▪ Financial KPI's RAG rating to be reviewed ▪ The Corporation requested that the 31 October 2019 Management Accounts be circulated to Governors as soon as they are ready. 	<p>10 December 2019</p> <p>10 December 2019</p>	
75.19	<p>GOVERNANCE ISSUES</p> <ul style="list-style-type: none"> ▪ Completion of the Self-assessment of Governance ▪ Completion of skills audit 	ASAP	