



THE CORPORATION OF WALTHAM FOREST COLLEGE

MINUTES OF THE MEETING HELD ON

13 DECEMBER 2022

MEMBERS OF THE CORPORATION

Youness Abidou	present	Member, Vice Chair of the Corporation, Chair of F & R
Antoinette Beekye	present	Staff Member
Paul Butler	present	Member, Chair of the Corporation, Safeguarding Champion
Gary Davies	apologies	Member, health & safety champion
Omur Derelikoylu	present	Staff Member
Michael Eichhorn	present	Member, Chair of A & R
Janet Gardner	present	Member, Principal & Chief Executive Member
Andrew Hall	present	Member, sustainability champion
Susannah Hume	present	Member
Alison Morris	present	Member, Vice Chair of the Corporation, Chair of C & Q, Careers Champion
Renatta Nzomono	present	Member,
Amir Seyyad	present	Member
Gbeminiyi Soyinka	present	Member
Darren Talbot	Present	Member
Ashanti Aleica France	Present	Student Member
Angelina Khan	apologies	Student Member

CLERK TO THE CORPORATION

Naomi Shoffman Director of Governance (DoGov)

IN ATTENDANCE

Hassan Rizvi Deputy Principal Curriculum & Quality (DPCQ)
Abena Rodman -Tay Deputy Principal Finance & Resources (DPFR)
Jack McCabe Director of TLA (DoTLA)

Due to the adverse weather conditions and rail and tube strikes, the Corporation agreed that meetings may be held using Teams videoconferencing as per the Waltham Forest College Instrument & Articles, Instrument 1 (g).

78.22 WELCOME AND APOLOGIES FOR ABSENCE

- The Chair welcomed all to the meeting.
- Apologies for absence were received from the following members: Gary Davies due to work commitments, Angelina Khan due to family commitments.
- The Chair announced the resignations of Neil Taylor and Jacqueline Young.

79.22 DECLARATION OF INTERESTS

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

80.22 MINUTES OF THE CORPORATION MEETING HELD ON 11 OCTOBER 2022

The Minutes of the Corporation meeting held on 11 OCTOBER 2022, were agreed by the Corporation to be signed by the Chair as a true record.

81.22 MATTERS ARISING

i. The DoGov went through the action list and confirmed that all had been completed in line with the agreed target date.

ii. Countryside - The Principal and DPFRR advised that the heads of terms for the access agreement with Countryside for moving the substation have been agreed but we are awaiting the final agreement between the legal teams and as agreed at the October meeting will be circulated to the Corporation via email for approval. Members were advised that at the next meeting with Countryside the college will be raising the need for them to revise the new path built at the side of the college as this has caused a bottleneck and is not fit for purpose.

82.22 PRINCIPAL'S COLLEGE REPORT

The Principal presented her report and in the interest of time the Principal said she would take the report as read and highlighted the following key points:

- The college had another strong year for both quality and finances in 2021-22. Overall student achievements for 2021-22 were above the last known national rate and the end of year financial position surpassed the financial plan and closed with a surplus.
- Despite the challenging start to 2022/23, with significantly increased energy costs, the college has made a solid start to the new academic year and is continuing to make efficiency savings to mitigate the increased costs.
- Student recruitment has continued the positive trajectory of growth and has exceeded the funding allocation for 16-19 years old learners, which will increase the allocation for the following year 2023/24. Recruitment – the curriculum plan is always planned above allocation to try and enable growth for the following year so there is a cost to the college in year in unfunded growth, which is planned and budgeted for. Some areas are over and some under so work is going on to align resources for those. We are confident we will exceed AEB and ESFA 16-19 allocations by end of year.
- The breakdown of funding allocation and positive growth.
- Actions being taken to try and save money to cover energy costs.
- ONS reclassification – this will be significant for us and we do not yet know the full impact and implications. As we receive further information, Governors will be kept fully informed. Governors will retain same powers for now and at present the college can keep any surplus and any money realised from the sale of assets. There will be more administration around finance. The new finance handbook will be published in April which we will then go through with Governors. Colleges are unable to obtain commercial credit or loans with immediate effect. This does not impact us currently, and we are not reliant on revolving credit.
- WFC Received a sustainability grant which was unexpected, and this must be spent by the end of the academic year.
- Overall trends with key performance Indicators and targets for 2022/23.
- The new relationship with St Lucia College.
- The updated data of staff t/o compared to national data shows we are actually in line with national average and

have been reducing each year .

- WFC achievement of the mayor's good work standard is a testament to our values as an employer and staff treatment and good family friendly and good policies.
- The ongoing training and mentoring as part of WFC Succession Planning.
- The graphs in the report highlighting the trends with financial performance demonstrate a strong performance which enable us to absorb some of the shock cost increases this year because of our strong position.
- Financial KPI's.
- Sustainability KPI's – WFC is working very closely with awarding bodies on raising awareness of sustainability this being a strand of some qualifications.
- Stakeholder activities and impact.

The following points were raised/discussed:

ONS – as we don't know all the facts there will be a need to review risk register in view of the forthcoming changes. The Principal advised that the AoC and ETF are providing information as it comes in. The view is that there will be further changes not yet announced, with further drives for efficiency and partnerships/mergers. This Board will look at strategic options at the awayday.

UCAS KPI's - are the targets for 2022-23 stretching enough? The Principal responded that the percentages are the same, but volumes are higher. We are cognisant that the current economic climate may force young peoples to choose work/apprenticeships rather than university

Staff t/o – it is encouraging to see this improvement but have other factors improved? The Principal said staff recruitment and retention is still very challenging but the whole sector is suffering the same issues of not being able to recruit at the same salary levels for the calibre needed. We are having to compete against private sector salaries and working conditions (such as being able to work from home). WFC is using a range of initiatives to retain staff.

Sustainability –

- A governor asked about benchmarking for colleges – this is difficult to benchmark as a sector target as everyone has different estates, some new builds, and some old like ours and different sizes and uses etc. Do we have a sense as to how our targets stack up against others? The Principal said there is no national benchmark as there are so many variables but should use year on year reductions to set targets for improvements based on starting points and the aim to achieve carbon neutral.
- As part of sustainability targets is it planned to have more virtual learning to expand growth and save on costs?. The Principal responded that Ofsted and students want face to face learning so there would only be scope for this for a very small niche cohort. Also, Students feel wrap around support is what keeps them at college. There are other ways to achieve sustainability and savings through changing people's behaviours around use of printing, recycling etc.
- In response to a query the Principal explained that the sustainability KPI's will change as other things come into play, investment in estate etc. but this is a starting point.

THE CORPORATION:

- **NOTED THE STRONG QUALITY AND FINANCIAL PERFORMANCE FOR 2021/22**
- **MONITOR THE PROGRESS OF THE FINANCIAL SAVINGS ACTION PLAN TO MITIGATE THE IMPACT OF ENERGY COSTS**
- **APPROVE THE KPIS FOR 2022/23**

83.22 FINANCIAL STATEMENTS 2021-22

The DPFR presented the following reports and documents which had been previously presented by the financial statements' auditors to the Board at the Audit and Risk Committee meeting held on 1st December 2022.

- The Financial Statements for 2021-22
- The Audit Findings Report

- The Regularity Audit Report
- The Letter of Representation

The final draft presented here incorporates the changes, and amendments agreed with the Financial Statements Auditors at that meeting. The annual accounts key highlights are:

- Financial Health: 'Outstanding'
- Surplus : £1,465k
- Cash Reserves : £9,483k
- Cash days : 166

THE CORPORATION AGREED TO APPROVE:

- **THE FINANCIAL STATEMENTS FOR 2021-22 AND THE AUDIT FINDINGS REPORT**
- **THE REGULARITY AUDIT REPORT**
- **THE LETTER OF REPRESENTATION**

84.22 COLLEGE SELF-ASSESSMENT REPORT – SAR – 2021/22 AND QIP 22 /23

The DPCQ provided a brief summary of the College Self- Assessment Report 2021/22 (SAR) and Quality Improvement plan 22/23 (QIP) which had been presented to and recommended for approval by the Curriculum and Quality Committee, and highlighted the following:

- The 'Overall Effectiveness' is **'Good'**.
- The arrangements for safeguarding are **effective**.
- Waltham Forest College makes a **strong contribution** to meeting the skills needs.
- All Key judgements and judgements of provisions types are 'Good'.
- Governors are highly ambitious for the College. They possess extensive experience in specialist skilled areas such as education, policy, governance, finance, audit and risk which enables them to provide appropriate challenge and support to the senior leadership team.
- Progression is high.
- All outcomes for Education and Training Provision are above national rates and in line or above provider rates and in line with prediction reports.
- Leaders, managers and governors have a strong vision and direction for the College which is understood and supported by staff.
- The curriculum is coherently planned which prepares learners for their next stage of education and/or employment. As a result, 96% of study programme learners had positive destinations on completion of their study programme, overall the positive destinations figure is 92%.
- Leaders adopted, developed, and implemented a curriculum that was ambitious, appropriately relevant to the local, regional and national skills needs and, as a result, had a positive impact on learner outcomes.
- In a small minority of areas some courses achieve below national rates and therefore require improvement.
- Attendance and punctuality to timetabled sessions, including English and maths, is not consistently high across the College.
- The College QIP 2022-23 details areas for improvements and ongoing actions.

A member asked what is driving the RAG ratings as everything looks very positive, for instance what drives the amber score? The DPCQ said that the targets are the grades for Eng. and maths, he explained the reason the rag rating is amber as we have not yet achieved full impact. The member said that there is nothing in the document to explain why it is amber and not green and asked if there is a way to make that clearer in the narrative in terms of impact and progress against the action. The DPCQ agreed to make that change.

THE CORPORATION AGREED TO:

- **VALIDATE THE KEY JUDGEMENTS AND APPROVE THE COLLEGE SAR 2021/22**
- **NOTE THE QUALITY IMPROVEMENT PLAN FOR 2022/23**

85.22 FINANCE AND RESOURCES COMMITTEE MEETING ON 10 NOVEMBER 2022

The Corporation received the draft minutes of the Finance and Resources Committee Meeting.

The Chair of the Committee reported on the items covered at the meeting and key points discussed being pensions, funding review, financial performance. He commended the amount of work that the finance team has put into planning the provision and savings for the increased energy costs.

THE CORPORATION NOTED THE DRAFT MINUTES OF THE FINANCE AND RESOURCES COMMITTEE MEETING

86.22 INCOME AND EXPENDITURE 2021-22 – MONTHLY MANAGEMENT ACCOUNTS FOR 31 OCTOBER 2022

The DPFR spoke to the Management Accounts to 31 October 2022. She highlighted the key points and progress against the financial plan and those issues that could impact on the college accounts.

A member asked how the utilities impact on the financial health. The DPFR explained there are other things to draw out in terms of the ESFA benchmark drivers, but all elements are interdependent. If we take out the utilities' cost the College is performing very well. There followed a discussion around the other metrics/ ratios used by the college to measure performance in addition to the FEC KPI's. The DPFR explained that these are the ratios and benchmarking information that are released by the ESFA after each year end accounts submissions which are very useful for comparison with other colleges.

Members discussed the Agency and establishment costs which have both gone up. The DPFR said this has been budgeted for to ensure quality is not compromised and that Agency staff are only used where we can't recruit.

THE CORPORATION:

- **RECEIVED AND NOTED THE MANAGEMENT ACCOUNTS TO 31 OCTOBER 2022 RELATING TO THE FINANCIAL POSITION OF WALTHAM FOREST COLLEGE.**
- **NOTED THE KEY FINANCIAL RISKS BEING MANAGED AND THE MITIGATING ACTIONS BEING TAKEN BY THE COLLEGE.**

87.22 CURRICULUM AND QUALITY COMMITTEE MEETING ON 22 NOVEMBER 2022

The Corporation received the draft minutes of the Curriculum and Quality Committee meeting

The Chair of the Committee reported on the items covered and discussions at the meeting. She said that it was a real achievement to have such a negligible drop in Eng. and Maths pass rates and this should be celebrated.

THE CORPORATION NOTED THE DRAFT MINUTES OF THE CURRICULUM AND QUALITY COMMITTEE MEETING

88.22 QUALITY STRATEGY (POLICY AND QUALITY ASSURANCE AND TLA FRAMEWORK)

The DoTLA presented the strategy which had been presented to and recommended for approval by the Curriculum and Quality Committee.

Members commended the document saying it was excellent and very well written. The Principal concurred saying the DoTLA had done an incredible job along with supporting the team and agreed that the strategy is succinct and uses current research. A member commented that TLA has come up as consistent having a strong framework so we can see movement. That is very key in addressing areas that stand between us and an outstanding grade. A member asked about the use of external standards, and the Principal advised that the college works with a range of awarding bodies and organisations that share good practice.

THE CORPORATION APPROVED THE QUALITY STRATEGY

89.22 UPDATE ON CURRICULUM AND QUALITY

The DPC&Q spoke to the Curriculum and Quality Report for Term 1 and highlighted the following:

- The College has had a positive start for learners for the academic year 2022-23.
- Study programme (16-18) enrolment is above allocation while 19+ enrolment is up compared to the previous year at this time. Details of recruitment shared by area and discussion around priority areas.
- Learners benefitted from an extensive and extended Induction process which facilitated their settling down on the courses and learner behaviour is overall very good.
- November GCSE English and maths exams, attendance.
- The overall college attendance and punctuality.

THE CORPORATION NOTED THE PROGRESS ON THE KEY ASPECTS OF CURRICULUM AND QUALITY

90.22 AUDIT AND RISK COMMITTEE MEETING ON 1 DECEMBER 2022

The Corporation received the draft minutes of the Audit and Risk Committee Meeting. The Chair of the Committee reported on the items covered in the meeting, namely Financial Statements 2021/22, Internal Audit Service Annual Report 2021-22, Updated Internal Audit Plan 2022-23, Update on Internal Audit Recommendations, Annual Report of the Audit and Risk Committee 2021-22, College Risk Register, PI's for Auditors. As the majority of these are substantial items at this meeting they do not need to be revisited under this agenda point. The Chair commented that all the audit reports presented have been clear and easy to follow.

The Chair concluded his report saying that the Committee had a discussion around the cyber report and the cyber essentials accreditation as every year the criteria change, and requirements increase so the College is investing in technology to try and mitigate any impact.

THE CORPORATION NOTED THE DRAFT MINUTES OF THE AUDIT AND RISK COMMITTEE MEETING

91.22 INTERNAL AUDIT PLAN 2022-23 – UPDATED

The DPFR presented the Internal Audit Plan which has been updated further to new changes being introduced by the ESFA on subcontracting audits which will mean additional testing will be required (2 extra days) resulting in some additional cost. Once the work is completed, the IAS will produce a certificate and the College will be signed off as an approved provider. After this subcontracting will not need to be reviewed in year 2 and 3.

THE CORPORATION APPROVED THE UPDATED INTERNAL AUDIT PLAN 2022-23

92.22 INTERNAL AUDIT SERVICE ANNUAL REPORT 2021-22

The DPFR presented the Internal Audit Service Annual Report for 2021-22. The College's processes and systems have improved, and this is reflected in the reviews and the assurance being given. The College has performed well as only seven low graded recommendations being made over four reviews is a very good result. Comparing these IA findings against other colleges shows the College is in a strong position.

THE CORPORATION RECEIVED THE INTERNAL AUDIT SERVICE ANNUAL REPORT 2021-22

93.22 ANNUAL REPORT OF THE AUDIT AND RISK COMMITTEE 2021-22

The DoGov presented the Annual Report of the Audit and Risk Committee 2021-22 which provides a summary of the Committee's activities, the College's Audit arrangement and assurance framework, Internal audit findings 2021/22 and the Financial Statements and Regularity audit findings 2020/21.

The DoGov advised that this report has been considered by the Audit and Risk Committee and recommended to the Corporation for approval.

THE CORPORATION APPROVED THE AUDIT AND RISK COMMITTEE'S ANNUAL REPORT FOR 2021-22

94.22 REVIEW OF RISK REGISTER

The DPFR presented the updated risk register. The key risks have already mostly been discussed at this meeting, but she

highlighted those that will be updated in line with ONS decision and changes.

The Chair of the A & R Committee commented that that the college has come a long way with the Risk Register and the next step is to implement this in our decision making processes and to further embed risk considerations in the way we make business decisions and to link risks with the financial plan. The Principal agreed there is more work to do on this and to look at this in tandem with the reserves and treasury policies. It was agreed to revisit this at the strategy day and at the same time to invite an external person to present the ONS changes and implications.

THE CORPORATION NOTED THE RISK REGISTER AND THE MITIGATING ACTIONS BEING TAKEN.

95.22 SEARCH, GOVERNANCE AND REMUNERATION COMMITTEE MEETING ON 29 NOVEMBER 2022

The Corporation received the draft minutes of the Search, Governance and Remuneration Committee meeting and having considered and discussed the recommendations within:

THE CORPORATION AGREED TO APPROVE:

- **THE APPOINTMENT OF MR DESCHENES AS THE INDEPENDENT MEMBER OF THE AUDIT AND RISK COMMITTEE**
- **THE UPDATED SUCCESSION PLAN**
- **THE EXTENSION OF MR BUTLER’S APPOINTMENT AS GOVERNOR AND CHAIR OF THE CORPORATION TO 31 JULY 2024 TO ACCOMMODATE THE UPDATED SUCCESSION PLAN.**
- **THE GOVERNANCE ACTION PLAN 2022-23**

96.22 ANY OTHER ITEMS OF URGENT BUSINESS

None

97.22 DATE OF NEXT MEETING

The next meeting will be held on Tuesday 15th March 2023.

Members of Staff/ Staff and Student Governors left the meeting

Minutes 98.22-99.22 recorded under Part 2

The meeting closed at 19:52

These minutes have been approved by the Corporation as a correct record.	
CHAIR: Paul Butler	DATE: 21 March 2023
	REMOTE CONFIRMATION: OR SIGNED: P Butler