

## THE CORPORATION OF WALTHAM FOREST COLLEGE

### MINUTES OF THE MEETING HELD ON 2 OCTOBER 2018

#### MEMBERS OF THE CORPORATION

Youness Abidou	present	Member
Steve Besley	present	Member, H.E. Champion
Paul Butler	present	Member, Chair of the Corporation and Safeguarding Champion
Joy Kettle	present	Member, Principal and Chief Executive
Alison Morris	present	Member, Careers Champion
Renatta Nzomono	present	Member
Frank Royle	present	Staff Member
Tim Strong	present	Member
Kalim Uddin	present	Staff Member
Kapil Wadhvani	present	Member, Health & Safety Champion
Graham Woolnough	present	Member and Vice Chair of the Corporation

#### CLERK TO THE CORPORATION

Val Bartlett Clerk to the Corporation

#### IN ATTENDANCE

Lynda Croft	Interim Deputy Principal Corporate Resources
Stella McManus	Deputy Principal Curriculum & Quality
Amir Ahmed	Director of Services for Students
David Cousins	Interim Assistant Principal Study Programmes
Stella Fleming	Assistant Principal Learning & Quality
Nadeem Khalifa	Director of Business Development Unit (BDU)
Omur Derelikoylu	Learning Manager: English
Colin Johnson	Head of Adult Learning

#### **60.18 WELCOME TO STELLA McMANUS AND DAVID COUSINS**

The Chair welcomed Stella McManus: Deputy Principal Curriculum & Quality and David Cousins: Interim Assistant Principal Study Programmes to the Corporation meeting.

#### **61.18 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **62.18 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.

#### **63.18 MINUTES OF THE MEETINGS OF THE CORPORATION HELD ON 10 JULY 2018 AND 19 JULY 2018**

The Minutes of the Corporation meetings held on 10 July 2018 and 19 July 2018 were approved by the Corporation and signed by the Chair as a correct record.

## **64.18 MATTERS ARISING**

The Corporation ratified the College's Facility Agreement with Barclays Bank and the relevant wording required for this resolution:

IT WAS RESOLVED

1. That the borrowing by the Borrower of up to the full amount of the Facility on the terms and conditions set out in the Facility Agreement is in the interests of and for the benefit of the Borrower and is most likely to promote the success of the Borrower for the benefit of the members as a whole and that such terms and conditions be and are approved and accepted.
2. That the Borrower considered whether it needed to obtain professional independent advice (legal, financial or otherwise), prior to entering into the Facility Agreement and (whether on the basis of such advice or otherwise) it made its own independent decision to enter into the Facility Agreement and understood the terms, conditions and risks involved.
3. That the signature of the Facility Agreement by Joy Kettle and Lynda Croft to indicate acceptance of the terms and conditions on behalf of the Borrower is hereby unconditionally approved and ratified.
4. That the Bank is authorised to act in all matters concerning the Facility upon instruction from the Borrower signed in accordance with the Bank's mandate for any of the accounts of the Borrower held with the Bank current from time to time.

## **65.18 PRINCIPAL'S REPORT**

The Corporation received presentations from the Learning Manager: English and the Head of Adult Learning and also from each member of the Executive Team regarding their respective areas.

The following points were highlighted in particular:

- Retention and achievement data to date by level and age was provided.
- College overall achievement as at 17 September 2018 has improved from 84.4% last year to 85.3% this year
- However, achievement data for 16-18 year old learners indicates a c. 3% decline and is therefore a particular cause for concern.
- Attendance has been a concerning issue for most of 2017-18 particularly its impact on achievement for 16-19-year-old students. High expectations will continue to be reinforced for 2018-19.
- Retention overall has an encouraging 3-year trend and is c 94% for 2017-18, however, respective gaps between retention and achievement have been the subject of in-depth questioning during the Self-Assessment validation process.
- The imperative to improve Level 2 achievement rates especially for English and for 16-18 year old learners was highlighted.
- The improvement priorities for maths & English for 2018-19 were detailed including targets for attendance, retention and achievement. In response to a Governor's question regarding English results, it was acknowledged that 60% of students have English as their second language and this is a key priority for support with a continued need for contextualisation.
- The English and maths strategy requires an all College approach and accountability. Proposed changes for 2019-20, including timetabling, are currently being discussed.

- The Corporation requested that English and Maths be an item on every Corporation Agenda including an action plan and updated targets and data on the revised Scorecard. Assurance was provided that there is a relentless focus on English and maths which are regularly reviewed by the Executive Team.
- Access and Higher Education data indicates that Access achievement continues to be below national average. 66.7% of students progressed to Higher Education. The improvement priorities for 2018-19 were noted.

*19:45 OD and CJ left the meeting*

- Apprenticeships and subcontracting:
  - o Apprenticeship starts are down by 34% year on year reflecting challenges across the sector
  - o The Apprenticeship actual predicted overall success rates are up by 6.3% at 74.1%. A breakdown by level was requested
  - o Currently 90% of provision has been subcontracted and 10% direct delivery, however, the target for 2018-19 is to do 25% in-house
- Data regarding the performance of different groups including High Needs, Looked After Children, gender, ethnicity, disability, health was noted. Monitoring of achievement gaps and related progress and impact in-year will be reported in due course.
- Rigorous Self-Assessment Report (SAR) validation meetings took place last week with the Leadership and Management panel including an external Ofsted Inspector and two Governors. Relevant gradings were noted.
- There were 12 'Intensive Care Courses' monitored during 2017-18 and their respective progress was noted including 5 which are now identified as 'green', 4 'amber' and 3 remaining 'red'. In response to a Governor's question regarding the move upwards to 'green' this was achieved through careful management, regular quality support meetings, rigour of processes, scrutiny and relevant interventions.
- For 2018-19 there will be Intensive Care Areas where their area SAR validation for overall effectiveness did not reach grade 2.
- The Operating Plan for 2018-19 (which includes the QIP) will include prioritising attendance, particularly for 16-19 study programme students.
- A new programme is to commence after half term for those 'not yet ready' for routine learning in FE, to reduce the numbers of early leavers.
- Study Programmes – the recent SAR validation process has produced some emerging themes including retention which has improved but consistency of quality and outcomes across different curriculum areas needs further work. There will continue to be relentless scrutiny, accountability and monitoring with a monthly Performance Board to review targets and provide support.
- Moving forwards there will be various projects to underpin transformational change including organisational development to build on staff capacity and culture change.
- Data on enrolments for 2018-19 was noted including the very positive increase in numbers from 2017-18 for both 16-18 Study Programme and non- Study Programme enrolments.
- College Strategic Plan 2019-2022  
Following on from discussions with Governors, the Principal then met with all staff in their teams and there have also been two student focus group meetings. On 11 September 2018 Professor Tony Travers from the London School of Economics came to the College and provided a presentation on the economic and political context for London. The audience included Governors, Staff, students and some external stakeholders.

The Corporation Strategy Working Group is to meet in mid- October and the draft Strategic Plan will then be prepared in readiness for consideration and approval at the Corporation meeting on 4 December 2018.

Governors thanked all for their informative and collaborative presentations and noted that the data will be further scrutinised by a group of Governors and external members at the Curriculum & Standards Working Group meeting to be held later this term.

The Corporation noted the Principal's report including the revised Scorecard.

*DC, SF, AA, NK left the meeting*

## **66.18 INCOME AND EXPENDITURE 2017-18- MONTHLY MANAGEMENT ACCOUNTS FOR 31 JULY 2018**

The Deputy Principal Corporate Resources provided the Corporation with a position statement on the financial performance of the College up to 31 July 2018.

The Accounts are draft and unaudited with the external audit of the College's draft Financial Statements taking place during October 2018.

The College has achieved a draft and unaudited actual operating surplus of £19k compared to the forecast of £84k for 2017-18 and against a budgeted deficit of £175k.

Factors influencing this surplus include pay costs exceeding forecast by a net total of £66k when restructure and operating pay costs are reviewed together. Operating pay costs are £93k higher than forecast, arising primarily from the increased engagement of agency staff to fill essential vacancies and staff sickness. Within the report, Governors were provided with an analysis of pay costs, agency costs and their associated KPI's.

Draft and unaudited income for 2017-18 was £1,666k better than budgeted primarily driven from the AEB income growth award of £975k.

Pay costs were £841k higher than budgeted and non-pay costs were £631k higher than budgeted. The increase in agency pay costs has contributed to this variance.

The pay award of 2% totalled £108k in 2017-18 and the full year effect will be £216k in 2018-19.

Governors queried the process for reviewing agency staff requests and it was noted that better forward planning, developing a College bank of staff and more effective recruitment methods will be utilised going forwards.

The use of agency staff for sickness cover was also queried and data on long-term and short term sickness and by department is to be provided.

Governors discussed the accounts in further detail including pay and non-pay costs in particular and were informed that for 2018-19 these costs will have more KPI's and ratio statistics provided in order to better measure performance.

The continuing close management of several key risks, including expenditure, was noted.

Attention was then drawn to the percentage higher pay costs associated with subcontracted and franchise delivery compared to the College's own direct delivery.

A Governor observed that the capacity and infrastructure required in particular to deliver the AEB target of c25% by direct delivery may require a period of additional costs to enable longer term savings. However, this will need to be a measured and controlled approach to ensure any profitable growth.

The draft actual operating position retains the College's 'Good' financial health for 2017-18.

The Corporation:

1. Received and noted the draft and unaudited Management Accounts relating to the financial performance of the College in 2017-18;
2. Noted the key financial risks being managed and the mitigating actions being taken by the College.

## **67.18 VOCATIONAL TRAINING AND SEND CENTRE PROFESSIONAL FEES – COLLABORATION WITH LBWF**

The Corporation was reminded that during the past 6-9 months the College has continued to develop its project plans to deliver phase 1 and phase 2 of the WFC Vocational Training and SEND Centre (WFC VT&SC), seeking advice from its retained property professionals as required.

The Corporation has previously approved a budget of no greater than £270k regarding professional fees. The College has incurred costs of £136k in 2017-18 and to date £12k in 2018-19.

The College submitted an Expression of Interest (EoI) to the GLA on 1 October 2018 and plans to submit a detailed planning application for Phase 1 and outline plan for Phase 2 in early January 2019. The GLA are expected to publish their planning decision in February 2019.

The College will continue to require professional advice to finalise the project plans and to meet the LBWF and the GLA's planning deadlines.

Governors discussed the above and agreed that further time and more detailed information including the associated risks was required.

The Corporation agreed to hold a one-off task group meeting (i.e. no decisions may be made) as soon as possible to enable more thorough discussions to be held and that, in advance of this meeting, points for clarification be emailed to the Deputy Principal Corporate Resources by Friday 5 October. The Corporation will return to this item at its meeting on 6 November 2018.

## **68.18 GOVERNANCE ISSUES**

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

As a result of the new Trustee disqualification rules, changes are required to the Corporation's Instrument and Articles of Government and the Register of Interests and Eligibility to Serve proforma. The requirements regarding senior posts was also noted.

The Corporation Standing Orders for 2018-19 have been updated to include the procedure for written resolutions and a small number of minor amendments to senior post holder titles.

**The Corporation approved the revised Instrument and Articles of Government for Waltham Forest College.**

**The Corporation approved the revised Declaration of Interests and Eligibility to Serve Proforma.**

**The Corporation approved the Standing Orders, Code of Conduct and Scheme of Delegation for 2018-19.**

The Corporation noted the following:

1. The mapping of evidence document relating to the English Colleges' Code of Good Governance;
2. The training undertaken and attendance at events by Governors in 2017-18;

3. Governor Champions for 2018-19
  - o Paul Butler - Safeguarding (including Prevent and Looked After Children)
  - o Kapil Wadhvani - Health and Safety
  - o Alison Morris – Careers
  - o Steve Besley – Higher Education
4. The attendance of Governors at meetings during 2017-18;
5. The unconfirmed Minutes of the Audit Committee meeting held on 28 June 2018; and
6. The proposed dates for meetings of the Strategy Working Group and the Curriculum and Quality Working Group.

The Corporation noted the report on governance issues.

## **69.18 SEARCH COMMITTEE MEETING – 2 OCTOBER 2018 – VERBAL UPDATE**

The Chair of the Search Committee updated the Corporation on this meeting which had taken place immediately prior to the Corporation meeting.

The Committee had discussed the current vacancies for Corporation members and strategies required to address these.

The Search Committee had considered the re-appointment of Alison Morris who is coming to the end of her initial 1-year term of office. Having considered the Corporation Standing Orders regarding re-appointments, the Search Committee recommended the re-appointment of Alison Morris to the Corporation.

**The Corporation approved the re-appointment of Alison Morris for a further four (4) year term to 1 October 2022.**

## **70.18 SELF-ASSESSMENT OF GOVERNANCE**

The Corporation agreed that Governors complete the self-assessment proforma and return it to the Clerk by 5 October 2018.

The feedback will then be collated by the Clerk and an Action Plan for 2018-19 drafted for consideration by the Corporation on 6 November 2018.

## **71.18 ANY OTHER BUSINESS**

There was none.

*The meeting closed at 21:30*

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

.....  
**SIGNED**

.....  
**DATE**



## ACTION POINTS ARISING FROM MEETINGS OF THE CORPORATION

Minute No.	Issue and Action	Target Date	Achievement Date
<b>46.18</b>	<p><b>COLLEGE STRATEGIC PLAN</b></p> <p>The Corporation Strategy Working Group is to meet in September to further review the current status of the new Strategic Plan and the Principal is to continue the consultation process with staff, students and stakeholders.</p>	<p><b>Sept 2018</b></p> <p><b>And now November 2018</b></p>	
<b>65.18</b>	<p><b>ENGLISH AND MATHS</b></p> <p>The Corporation requested that English and Maths be an item on every Corporation Agenda including an action plan and updated targets and data on the revised Scorecard</p>	<b>6 November 2018</b>	
<b>65.18</b>	<p><b>APPRENTICESHIPS</b></p> <p>The Apprenticeship actual predicted overall success rates are up by 6.3% at 74.1%. A breakdown by level was requested.</p>	<b>6 November 2018</b>	
<b>66.18</b>	<p><b>INCOME AND EXPENDTURE BUDGET</b></p> <p>The use of agency staff for sickness cover was also queried and data on long-term and short term sickness and by department is to be provided.</p>	<b>6 November 2018</b>	
<b>67.18</b>	<p><b>WFC VT&amp;SC</b></p> <p>The Corporation agreed to hold a one-off task group meeting (i.e. no decisions may be made) as soon as possible to enable more thorough discussions to be held and that, in advance of this meeting, points for clarification be emailed to the Deputy Principal Corporate Resources by Friday 5 October. The Corporation will return to this item at its meeting on 6 November 2018.</p>	<b>October 2018</b>	
<b>70.18</b>	<p><b>SELF-ASSESSMENT OF GOVERNANCE</b></p> <p>The Corporation agreed that Governors complete the self-assessment proforma and return it to the Clerk by 5 October 2018.</p> <p>The feedback will then be collated by the Clerk and an Action Plan for 2018-19 drafted for consideration by the Corporation on 6 November 2018.</p>	<b>6 November 2018</b>	