

THE CORPORATION OF WALTHAM FOREST COLLEGE

MINUTES OF THE MEETING HELD ON 6 NOVEMBER 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
Oluwatosin Kuforiji	present	Student Member
Alison Morris	present	Member, Careers Champion
Cirielle Mukondolo	present	Student Member
Renatta Nzomono	<i>apologies</i>	Member
Frank Royle	present	Staff Member
Tim Strong	present	Member
Kalim Uddin	present	Staff Member
Kapil Wadhvani	present	Member, Health & Safety Champion
Graham Woolnough	<i>apologies</i>	Member, Vice Chair of the Corporation, Chair of Audit Committee

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

72.18 APPOINTMENT OF STUDENT MEMBERS

The Clerk reported that Oluwatosin (Nancy) Kuforiji and Cirielle (Cici) Mukondolo had been elected President and Vice President respectively of the Students' Union for 2018-19.

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 Oluwatosin Kuforiji and Cirielle Mukondolo as the two Student Members until 31 July 2019.

The Chair welcomed both Student Governors to the meeting.

73.18 APOLOGIES FOR ABSENCE

Apologies had been received and accepted from:

Graham Woolnough – family commitment
Renatta Nzomono – work commitments

There were no other apologies for absence.

74.18 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.

75.18 MINUTES OF THE MEETING OF THE CORPORATION HELD ON 2 OCTOBER 2018

The Minutes of the Corporation meeting held on 2 October 2018 were approved by the Corporation and signed by the Chair as a correct record.

76.18 MATTERS ARISING

Agenda Item 70.18 Self-Assessment of Governance

It was agreed to review the feedback in conjunction with the ETF 'Leadership Competency Framework' and draft an Action Plan for consideration by the Corporation at its meeting on 4 December 2018.

77.18 PRINCIPAL'S REPORT

The Corporation received an update and a presentation from the Principal and the Deputy Principal Curriculum & Quality, and the following points were highlighted in particular:

- Attendance
 - o Assurance was provided that attendance is one of the major areas being closely monitored and scrutinised including actions and progress through the recently introduced monthly Performance Board meetings. These meetings also review areas such as retention, KPI's, teaching, learning and assessment, finance, MIS, sales and marketing, estates and health and safety, people and performance. Thereby offering a 'deep dive' into each area including support areas.
 - o Overall funded attendance is currently at 89.2% which is a 0.5% increase on this time last year, with both maths and English showing a 3.8% increase. This is significant given that the sector average attendance is between 75%-80% for maths and English Study programme attendance for maths and English is better in comparison:
 - o Maths: 85.3% (Functional Skills 88% and GCSE 81.2%)
 - o English: 84% (Functional Skills 86.6% and GCSE 81%)
 - o In addition, there was excellent attendance at the recent GCSE resit exams: 100% and 95% respectively for maths and English.
 - o Performance issues in Access were recognised including issues identified last year with the January start cohort. The data for Access students who started 2-3 weeks after the Study Programme cohort in September 2018 is still being checked.
 - o Attendance by 14-16 year old students continue to be problematic for a few.

Retention is currently at 100% as the first 6-week window has just been realised and there has been a targeted focus on retaining learners.

Governors discussed the above in further detail noting that the reasons for low attendance and retention will be identified via performance boards which incorporate a 'deep dive' including analyses by postcodes, looked after children etc. resulting in associated actions and monitoring arising from these reviews.

A Governor congratulated the College on English and maths attendance as this continues to be a universal problem area for F.E. and may well be considered as a case study or Centre of Excellence model to be shared.

Governors were informed that a review of H.R. has been undertaken as to how the College recruits staff and supports Managers through the process. A decision has been taken to outsource recruitment and this is currently out to tender. In response to a Governor's question regarding retaining the College vision and culture, it was confirmed that the College will continue to have oversight of content and shortlisting with the agency providing advertising and market awareness. A review of this approach will be undertaken again in July 2019.

A Corporation Strategy Working Group meeting was held on 25 October 2018 where the emerging key priorities and aims regarding the new Strategic Plan for 2019-22 were discussed, including mission, vision and values. The Principal will now lead on the consultation with key stakeholders including staff, students, employers, LBWF and community organisations. Governors requested the Principal to circulate the timetable of these activities as they also may wish to attend. It was emphasised by Governors that it is critical to obtain student input.

The Corporation was then updated on the progress of the introduction of ProSolution and that one of its first major test runs will be at the Open Evening on 5 November where on-line applications will be made.

The Principal then provided a presentation to Governors entitled 'Our Future: Our Leaders' which is designed to build confidence and competence in leaders and managers through a robust management development programme and will embed six domains of the ETF competency framework.

In response to a Governor's question regarding numbers and how it will be identified that managers have reached the end of the programme, it was noted that there will be approximately 20 Managers initially on this internally driven CPD programme all with differing levels of expertise, and that it will be a managed process helping to grow, motivate and develop future leaders. Valuing, recognising and rewarding good work will also form part of staff development. The Corporation requested regular updates on this area.

Further information on teaching, learning and assessment, student engagement, Business Development projects, estates, safeguarding, Marketing and communications was noted.

There were three main risks identified in the Principal's report including mitigations:

- Quality of teaching, learning and assessment
- Attendance
- Retention

The Corporation:

- 1. Approved the Safeguarding Policy**
- 2. Approved the Freedom of Speech Policy**
3. Noted the updated College Operating Plan which is on Sharepoint

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

78.18 INCOME AND EXPENDITURE 2018-19 - MONTHLY MANAGEMENT ACCOUNTS FOR 30 SEPTEMBER 2018

The Interim Deputy Principal Corporate Resources provided the Corporation with a position statement on the financial performance of the College up to 30 September 2018.

It was noted that the layout and detail of the management accounts is currently being reformatted to highlight key trends emerging from the underlying College performance. Governors agreed to feedback their comments to the Deputy Principal regarding this revised layout.

The College expects to achieve its budgeted operating surplus of £253k which is to date at £240k and will retain its 'good' financial health grade.

Pay costs are being rigorously controlled for 2018-19 and are at £1.810k i.e. £5k lower than budgeted for the year to date. Recruitment requests are reviewed alongside staff utilisation.

Non-pay operating expenditure continues to be tightly controlled and was £9k lower than budgeted.

It was acknowledged that with only two months of actual activity, it is too early to draw any meaningful conclusions, and a more detailed analysis and re-forecast will be undertaken from October 2018 to identify the challenges and business drivers for 2018-19.

The key financial risks, Balance Sheet and cash flow were noted.

The Corporation:

1. Received and noted the Management Accounts to 30 September 2018;
2. Noted the key financial risks being managed and the mitigating actions being taken by the College.

79.18 VOCATIONAL TRAINING AND SEND CENTRE PROFESSIONAL FEES – COLLABORATION WITH LBWF

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), in collaboration with the London Borough of Waltham Forest Council (LBWF) and the GLA and is seeking advice from its retained property professionals as required.

The Corporation had approved expenditure of £270k, with a maximum of £190k being incurred in 2017-18, and the balance of £80k planned for 2018-19. Costs have been well-controlled, and the College is operating within this total budget approval.

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 April 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 had discussed the above at the Corporation meeting on 2 October 2018 and again on 8 October 2018. It was agreed that further time and more detailed information, including the associated risks, was required. Therefore, an independent review of both phases of the project is to now be undertaken to better understand the risks and opportunities before any further decisions are made.

The Interim Deputy Principal Corporate Resources reported that terms of reference for the review are being negotiated with Grant Thornton and will include meetings with the LBWF and key stakeholders.

Completion of the report is expected at the end of November 2018 with a presentation to the Corporation in early December; date to be agreed.

The Corporation noted the update on the capital project.

80.18 GOVERNANCE ISSUES

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

The Corporation approved the Strategy Working Group Terms of Reference.

The Corporation then noted the following:

- Notes from the Strategy Group meeting held on 25 October 2018.
- Draft Terms of Reference for the Curriculum and Standards Working Group which are to be reviewed when this Group meets on 26 November 2018.
- AoC Code of Good Governance; consultation on the introduction of a College Senior Staff Remuneration Code. The deadline for a College response is 23 November 2018. The Remuneration Committee had discussed this Code at its meeting held immediately prior to the Corporation meeting. Governors were asked to feedback any comments on this proposed Code to the Clerk by Friday 16 November.
- The unconfirmed minutes of the Search Committee meeting held on 2 October 2018.
- Press release from Kensington and Chelsea College regarding a governance apology over a sale of some land. Discussion was also held regarding recent governance issues in two large colleges namely West Notts and Ealing, Hammersmith and West London.
- Letter from the Chair to the ESFA to confirm that the College is no longer actively pursuing merger negotiations with New City College and, therefore, to close off the structure and prospects appraisal.

The Corporation noted the update on Governance issues.

81.18 REMUNERATION COMMITTEE MEETING – 6 NOVEMBER 2018 – VERBAL UPDATE

Governors were informed that the Remuneration Committee had met immediately prior to the Corporation meeting.

The Chair has held the second of three probationary review meetings with the Principal where feedback, including a progress update on agreed targets, was noted.

The Committee had discussed the post of Deputy Principal Corporate resources and had requested the Principal to review the current associated costings. The Corporation is to be updated at the meeting on 4 December 2018.

82.18 ANY OTHER BUSINESS

There was none.

The meeting closed at 20:25

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

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SIGNED

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DATE

ACTION POINTS ARISING FROM MEETINGS OF THE CORPORATION

Minute No.	Issue and Action	Target Date	Achievement Date
46.18	<p>COLLEGE STRATEGIC PLAN</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>	December 2018	
66.18	<p>INCOME AND EXPENDTURE BUDGET</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>	6 November 2018	
70.18 And 76.18	<p>SELF-ASSESSMENT OF GOVERNANCE</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</p>	4 December 2018	
78.18	<p>INCOME AND EXPENDITURE BUDGET - MANAGEMENT ACCOUNTS FORMAT</p> <p>It was noted that the layout and detail of the management accounts is currently being reformatted to highlight key trends emerging from the underlying College performance. Governors agreed to feedback their comments to the Deputy Principal regarding this revised layout.</p>	November 2018	
81.18	<p>REMUNERATION COMMITTEE</p> <p>The Committee had discussed the post of Deputy Principal Corporate resources and had requested the Principal to review the current associated costings. The Corporation is to be updated at the meeting on 4 December 2018.</p>	4 December 2018	