

## THE CORPORATION OF WALTHAM FOREST COLLEGE

### MINUTES OF THE MEETING HELD ON 20 MARCH 2018

#### MEMBERS OF THE CORPORATION

Youness Abidou	present	Member
Steve Besley	present	Member
Paul Butler	present	Member, Chair of the Corporation and Safeguarding Champion
Alison Morris	present	Member
Renatta Nzomono	present	Member
Frank Royle	present	Staff Member
Anxhela Sejдини	present	Student Member
Jacqueline Sheehy	present	Member and Safeguarding Champion
Terri Stacey-White	present	Student Member
Tim Strong	<i>apologies</i>	Member
Kalim Uddin	present	Staff Member
Kapil Wadhvani	present	Member
Terry Wheeler	present	Member
Graham Woolnough	<i>apologies</i>	Member and Vice Chair of the Corporation
Penny Wycherley	present	Member, Principal and Chief Executive

#### CLERK TO THE CORPORATION

Val Bartlett Clerk to the Corporation

#### IN ATTENDANCE

Joy Kettyle Principal Designate

Lynda Croft Interim Deputy Principal Corporate Resources

Amir Ahmed Director of Services for Students  
Stella Fleming Assistant Principal Learning & Quality  
Maxine Smith Assistant Principal Adult Learning  
Peter Stone Assistant Principal Curriculum & Innovation

#### **17.18 WELCOME TO JOY KETTLE PRINCIPAL DESIGNATE AND LYNDA CROFT- INTERIM DEPUTY PRINCIPAL CORPORATE RESOURCES**

The Chair welcomed Joy Kettyle, Principal Designate, to the Corporation meeting. Joy is to formally commence her duties as Principal and Chief Executive as from Monday 26 March 2018.

The Chair informed Governors that Adrian Cottrell had tendered his resignation as Deputy Principal Corporate Resources and that this had been accepted.

The Chair welcomed Lynda Croft, Interim Deputy Principal Corporate Resources, to the meeting. Lynda is an interim management appointment.

#### **18.18 APOLOGIES FOR ABSENCE**

Apologies had been received and accepted from:

Tim Strong – holiday  
Graham Woolnough – family commitment

## **19.18 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.

## **20.18 MINUTES OF THE MEETING OF THE CORPORATION HELD ON 16 JANUARY 2018**

The Minutes of the Corporation meetings held on 16 January 2018 were approved by the Corporation and signed by the Chair as a correct record.

## **21.18 MATTERS ARISING**

There were no matters arising which were not already on the Agenda.

## **22.18 OFSTED INSPECTION OF WALTHAM FOREST COLLEGE – 6-9 FEBRUARY 2018**

The Corporation received the Ofsted inspection report which confirmed Grade 2 for every area of the College and, therefore, 'Good' for the overall effectiveness of the College too. This outcome has been received with much pleasure and satisfaction.

It was acknowledged this is the first time the College has been graded 'Good' as previous inspections had all been graded 3 'satisfactory'.

Attention was then drawn to the numerous commendations and highly positive quotes from the Inspection report including reference to Equality & Diversity, the exemplary behaviour of students, how the College prepares students for life in modern Britain, how the College offers a safe and secure environment and the setting of a very clear strategic direction for the College.

The Corporation was informed that almost all of the areas identified in the report as needing to be improved upon had already been identified and included in the College Quality Improvement Plan (QIP).

Governors then discussed this extremely pleasing report in further detail and acknowledged that the College will continue on this impressive trajectory, continue to be ambitious for its learners and continue to build upon these good foundations; all of which will contribute to the drafting of the new Strategic Plan.

It was reported that CPD sessions have been organised in April for teaching staff on how to develop outstanding teaching, learning and assessment including a follow up session in July.

The Principal then highlighted a number of disturbing incidents in the Borough and how young people are sometimes wrongly misjudged. This point was illustrated by the inclusion in the Corporation papers of pictures of WFC students making a difference to the local community by helping to clean up local waterways, volunteering, reducing food wastage and promoting healthy eating. The Director of Services to Students informed Governors of the numerous marketing campaigns which are now underway to promote the Ofsted 'Good' including press releases, banners, badges brochures etc.

The Chair reflected on the position of the College 3 years ago including its poor finances and quality of provision and that the distance travelled by staff and the Senior team has been remarkable.

The Corporation thanked the Principal and all staff for their sterling work over the last 3 years.

The Corporation received and noted the Ofsted Inspection report.

## **23.18 PRINCIPAL'S REPORT**

The Corporation received and noted the Principal's update report and the following points were highlighted in particular by the Principal.

The 2018 QDP staff survey had the highest response rate of the last 3 years at 80%. There was very positive feedback including a 14% increase in staff satisfaction and overall support for the organisation and its objectives. The question relating to safety at work has travelled the least distance and is something the College is aware of. There was a positive 13-point move regarding Equality & Diversity and the data on gender pay indicates that College' has a very small gender pay gap which is an illustration of E&D and reflects the strategies which have been implemented over the last three years.

The College continues to work on its Capital master plan. A draft Pre-Application document has been prepared which will form the basis of the bid to the GLA for the next stage of capital funding with submission due by the end of April 2018. The main improvements are to the West Wing including a new access route and Café, improvements to Hairdressing and Beauty Therapy, Construction, a SEND Centre and residential accommodation (affordable housing).

The LBWF's plans for its new campus based around the Town Hall continue to develop slowly and the most important decision yet to be made is how the Sycamore House site is to be used and whether it might include a SEND Centre. Discussions continue with LBWF regarding the College's proposed phase 1 and phase 2 and the future of Sycamore House and potential residential accommodation.

The need for affordable housing in the Borough was discussed alongside various funding options available for the Council and the College.

With regard to risk, the Principal confirmed that the College is not committing anything by putting in an expression of interest, however, if the College does not submit a pre-application to the GLA it is thought unlikely that financial support may be forthcoming at a later date. In December 2017 the Corporation had approved expenditure of £270k for this project, with £190k falling into the current financial year. Meetings continue to be held with Council representatives.

The Balanced Scorecard indicates 'red' for attendance. Governors were provided with reassurance from management that plans and interventions are in place to address this issue including pre-emptive messages of support to students, rigorous tracking and monitoring and strategies to encourage students back to College after the Easter break. It was acknowledged that the College offers a safe and welcoming atmosphere for learners. Retention overall is holding up but English and maths continue to be problematic.

The Corporation noted the information on the General Data Protection Regulation (GDPR), its impact on the College, penalties for non-compliance, the WFC Implementation Plan and the accountability to the Corporation via the Data Protection Officer. The GDPR Policy will be presented to the Corporation on 8 May 2018 for approval and will meet the deadline date of 25 May 2018.

The Corporation agreed to delegate to the Audit Committee responsibility for monitoring the progress of GDPR compliance

The Corporation noted the Principal's report.

## **24.18 INCOME AND EXPENDITURE 2017-18 - MONTHLY MANAGEMENT ACCOUNTS - 28 FEBRUARY 2018**

The Principal provided the Corporation with a position statement on the financial performance of the College up to 28 February 2018.

The College is now forecasting an outturn of its financial surplus of £84k for 2017-18 against a budgeted deficit of £175k. The major factor in this improved outturn is the additional Adult Education Budget (AEB) funding of £975k with estimated costs of delivering the additional provision against this of £734k. If the College is able to fully utilise this additional funding through sufficient additional provision, then the additional funding will carry forward to future years and improve the financial stability of the College. The forecast is for the financial health score to increase and move further into the 'good' banding.

The delivery of this additional provision will, in the main, be through ESOL, English & maths and Sector Based Work Academies, therefore meeting one of the College's strategic objectives of delivering provision in the Borough. This additional funding will also help the Cash Flow and a potential Bank overdraft is no longer required.

The Corporation was informed that the College has been awarded a total of £575k for non-levy apprenticeship funding from January 2018 to March 2019. Of this, £147k relates to 2017-18 and the remaining £428k to 2018-19.

The current main financial risks include managing the delivery of the additional provision needed to secure the £975k AEB within 2017-18, securing 16-18 year old enrolments for 2018-19 and maintaining staff costs, particularly for temporary and contract staff.

For 2018-19, funding is expected to increase significantly for the 16-18 year-old allocation by over £700k and the AEB by £975k. Apprenticeship income will form one of the larger elements of uncertainty for 2018-19 as the College will need to secure sufficient procured (tendered) non-levy funding and attract employer levy fee income to compensate for the running down of the fully-funded pre May 2017 start apprenticeships and to provide scope for future growth.

The Corporation agreed that staff and student Governors leave the meeting for the item on staff pay.

The Principal reported that in October 2017 the Corporation approved a 1.5% pay increase to staff effective from 1 February 2018. Since that decision, the College has had a favourable Ofsted inspection outcome and a boost in finances resulting in a successful bid for AEB of £975k. It was proposed by Management that an additional 0.5% pay increase also be awarded also effective from 1 February 2018, bringing the total February 2018 increase to 2%. The cost of an additional 0.5% is c£24k in 2017-18 and £54k the following year.

Discussion then took place regarding teaching salaries, London weighting, house prices and being able to attract and retain good staff. It was agreed to return to these issues as part of a wider strategic debate.

1. Received and noted the Management Accounts relating to the financial performance of the College in 2017-18 as at 28 February 2018;
2. Noted the revised modest projected surplus and the increased turnover for the year;
3. Noted the key financial risks being managed by the College;
4. **The Corporation approved the payment of an additional pay award of 0.5% to all College employees from 1 February 2018.**

## **25.18 COLLEGE RISK REGISTER**

The Principal reported on the updated College Risk Register.

The change in format was noted alongside two significant risks which had reduced in February, namely the Ofsted outcome of 'Good' and the additional funding from the AEB of £975k.

Every single risk has been re-evaluated and the changes to wording regarding actions were highlighted in red. An additional risk regarding significant new processes, software and procedures (ProSolution) has been added and also the capital development.

The Audit Committee continues to receive and scrutinise the Risk Register.

The Corporation received and noted the updated College Risk Register.

## **26.18 COLLABORATION UPDATE**

The Principal referred Governors to the Ofsted Inspection report which highlighted that Governors and Senior Managers have reviewed the College's financial and strategic position including consideration of the best organisational options, including merger with other colleges. This work has helped assure the longer-term sustainability and suitability of provision, to address the needs of its learners and the local communities.

It was noted that merger discussions can have a distracting and detrimental impact on success rates, but that this has not been the case at WFC.

The Principal then updated Governors on other London colleges which have or intend to merge, Principals who are leaving and the outcomes from other recent Ofsted inspections.

The Corporation re-confirmed that the current position of Waltham Forest College is that it still is open to various forms of collaboration and discussions on a range of issues and that its primary focus remains improving the quality of its provision and the sustainability of this provision for Waltham Forest learners.

The process to draft a new Strategic Plan as from 2019 will begin after Easter.

## **27.18 GOVERNANCE ISSUES**

The Corporation noted the following:

- National Leaders of Governance (NLG) support for the Corporation. This will head up governance work on 'Stepping up to Outstanding' which will form part of a half-day governance session to include quality and strategy around ambition, risk and innovation
- GDPR – Role of the Corporation and of Governors
- Skills audit proforma for completion
- Charity Commission approval for remuneration to the Chair in respect of work arising from recommendations of the Area Review
- Corporation training and attendance at events
- F.E. Commissioner's termly letter

## **28.18 ANY OTHER BUSINESS**

There was none

**29.18 PENNY WYCHERLEY – RETIREMENT AND THANKYOU**

The Corporation thanked Penny for her invaluable contribution to the College over the past 3 years and wished her well in her retirement.

A reception was then held to pay tribute to Penny and present her with a gift.

**30.18 REPORT FROM REMUNERATION COMMITTEE**

It was agreed this be taken as a confidential item as it referred to Senior Post Holders.

19:25  
FR/KU/AS/TS-W  
AA/SF/MS/PS/LyC left the meeting

*The meeting closed at 19:35*

**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>6.18</b>	<p><b>LBWF – TOWN HALL CAMPUS REDEVELOPMENT</b></p> <p>The Chair thanked Aiden McManus for this presentation and that in order to ensure continuity, invited the LBWF to come back with a further update in April or May 2018.</p>	<b>May 2018</b>	
<b>10.18</b>	<p><b>STRATEGIC PLAN</b></p> <p>The Corporation agreed the additional emphasis as set out in Interim Priorities above be added to the current Strategic Plan and that the Chair, Principal and Clerk start to plan the process for a full revision of the current Strategic Plan.</p>	<b>April 2018</b>	