

**Minutes of the Meeting of the Corporation of West Thames College  
Held on Thursday 17 October 2018 in the Banks Room**

<b>Members Present</b>	Mr S Wilcox (Chair)	Ms T Aust	Ms A Patterson
	Ms C Ajit Singh	Mr J Bryant	Mr J Bolt
	Mr M Marks	Mr A Hillman	Mr T White
	Mr B Armstrong	Mr A Ward	Ms G Mazhar

<b>Also present</b>	Mr J Allen	Mr M Cooper	Mr G Baker
	Mr D Evans	Mr M Michaelides	

The meeting commenced at 18.00

**1 APOLOGIES & QUORACY**

Apologies were received from Mr M Ahmed (student governor).

The Clerk confirmed the meeting was quorate.

**2 DECLARATIONS OF INTEREST**

There were no declared interests against any agenda item.

**3. GOVERNOR APPOINTMENTS**

The Corporation approved the appointment of Mr Michael Marks to serve as a governor for the period 17 October 2018 to 16 October 2022.

The Corporation approved the appointment of Ms Ghazia Mazhar to serve as a student governor for the period 17 October 2018 to 31 July 2019.

Both were welcomed to the meeting and introductions were made.

**4. MINUTES**

The minutes of the Corporation meeting held 19 July 2018 were approved as an accurate record of the meeting.

**5 SUMMARY ACTION LIST & MATTERS ARISING**

The '*Summary Action List*' was received. The following updates were made available against each outstanding action point from the previous meeting:

<b>Ref &amp; Date</b>	<b>Action</b>	<b>Review Update 17 October 2018</b>
7(i)	Development Plan 2017-18 - The final review to be conducted at the October Board meeting	Agenda item
7(i)	The PIAP 2018-19 to focus on Goal 1.  The Development Plan 2018-19 to focus on Goal 2 (To be innovative and responsive to current and future needs of our communities), and Goal 3 (To provide an excellent environment and resources).	Agenda item
7(ii)	It was reported that a fully operational KPI/Data Dashboard will be 'live' and available for the October Board meeting.	Agenda item

11	A pay award of 1% has been incorporated in the 2018-19 budget and financial plan to July 2020 at additional cost of approximately £130k per annum. This is subject to Corporation approval.	Agenda item
11	The Commercial Strategy is still under development and will be an objective in the Development Plan 2018-19. When available, it will be referred to the Finance Committee for review and approval.	Target date for completion to be confirmed in the Development Plan 2018-19

## 6 EXECUTIVE TEAM REPORT

The Executive Team Report provided governors with updates on a range of key strategic matters with decisions requested on the following:

### (i) Social Emotional Mental Health (SEMH) School

At the last meeting governors were informed that the College were in discussions with Ambitious about Autism (AaA) about the prospect of submitting a joint bid for the SEMH School, with the DfE having failed to find an appropriate provider the first time round. The new round of submission is now open and the Executive had met with AaA to initially explore this joint venture. The details of exactly how this would work in practice are still being explored but essentially the new SEMH School would sit under the AaA Multi-Academy Trust and West Thames would be a partner alongside Woodbridge Park.

It was **RESOLVED** to instruct the Executive to continue to explore the SEMH partnership application, and if necessary, to convene a special Corporation meeting as plans are developed.

### (ii) AaA / The Rise Sixth Form

As part of the on-going relationship with AaA, the College has been asked if there was space to accommodate a new sixth form provision for the Rise School (part of the AaA group). The School is currently co-located with Springwest Academy in Feltham and they do not currently have Sixth Form provision. They would be looking for a similar model to the one the College currently has with Ambitious College. Meetings were held in July and in September with the Rise and they do wish to actively pursue this option with the College. This would mean a second co-located partner at the Isleworth site (albeit part of AaA) as there would need to be a separate contract in place specifically to cover this Sixth Form provision. The way it would work is that the Rise students would in-fill to the appropriate West Thames vocational courses but alongside this, they would have a wider programme which would include the wrap around support and pastoral provision that the Rise students would need. The latter would be provided by the Rise.

The College has agreed to undertake a room utilisation survey and the findings from this will help inform possible co-location options at the Isleworth campus,

Following the update, it was **RESOLVED** to instruct the Executive to continue to explore this co-location partnership opportunity.

The report provided governors with an update on current recruitment. It was reported that to-date enrolment of ESFA-funded students aged 16-19 is below target with numbers lower than at a similar point in time last year. The 2018-19 student number allocation is 1,915 and as at 8<sup>th</sup> October the College has enrolled 1,803 students against this target number. This figure has already been, and will continue to be, subject to withdrawals.

Currently, recruitment of adults is lower than last year by around 5% but there are more opportunities to add provision to increase funding to meet the allocation.

HE provision has just started and the College has enrolled 94 students against the target of 121. There is substantial under-recruited in Media and Specialist Makeup in particular, which will impact on in-year income and surplus adversely.

The target for Apprenticeship recruitment is 200 new starts, which is significantly higher than the 90 funded Apprenticeship starts in 2017-18. To date, 19 new Apprenticeships have been enrolled.

In view of the under-recruitment to date, it was agreed for the need to deliver not only on the planned in-year marketing and recruitment identified in the Development Plan but also improve on effective budget management and control through thorough review and rebasing of budgets. It was confirmed work is underway to revise budgets based on actual course provision and enrolments in order to redistribute and reduce these where appropriate so that cost savings may be realised against original budgeted expenditure.

In terms of a strategic response to under recruitment, which has been a year on year feature over the last several years, it was **AGREED** to give consideration to reduce the curriculum offer, to focus on quality for the remaining curriculum offer, and to plan for growth from a strong quality base. In order to plan for this Governors asked if there were any patterns to inform consolidation? In response it was stated that creative curriculum areas seems to be the area of greatest concern.

It was **AGREED** for the need to have in place an action plan to see what consolidation is possible and how to prepare for growth.

The report provided an update on latest achievement data and the following data was noted:

Current Achievement (Not FINAL position) by Provision Type	Interim position for 2017-18	2016-17	2015-16
16-18 Programmes of Study	81%	82%	78%
Adults	88%	91%	87%
14-16	98%	62%	N/A
HNS	82%	87%	79%
Apprenticeships (timely)	42% (Expected to be 51%)	45%	23%

Overall, the College achievement rate is currently standing at 85.4%. Level 1 and Level 3 achievement rates are above the national averages. The key area to address is Level 2 which is 2% below national average. The key is to improve functional skills English and maths by replacing with GCSE.

It was noted the data is to be used to inform the College Self Assessment Report (SAR) and curriculum SARs.

It was **RESOLVED** to note the report.

## **7. MONITORING OF COLLEGE PERFORMANCE**

The following reports were received:

- (i) Development Plan 2017-18 Update
- (ii) Draft 2018-19 Development Plan
- (iii) Post Inspection Action Plan (PIAP)

### **(i) Development Plan 2017-18 Update**

The Development Plan 2017-18 was subject to a final review. Governors noted and welcomed the achievement of many of the set actions. The contributions made by staff were welcomed.

It was **RESOLVED** to note the Development Plan 2017-18.

### **(ii) Draft 2018-19 Development Plan**

As the Post Inspection Plan (PIAP) focus on Goal 1, the Development Plan 2018-19 focuses on Goal 2 and Goal 3, these being:

- Goal 2: To be INNOVATIVE and RESPONSIVE to current and future needs of our communities
- Goal 3: To provide an EXCELLENT environment and resources

There took place a discussion on the targets and the question was asked if we have been over ambitious and optimistic on some targets as was the case in previous years? In particular, it is feasible to achieve applicants/enrolment targets? If we have agreed to consolidate the curriculum offer and to focus on quality, then how can we be expected to achieve some of the growth targets? Consolidation and growth in the same year do not go hand in hand.

It was **AGREED** to approve the Development Plan 2018-19 but to revisit some of the application/enrolment targets following the conclusion of the consolidation review of the curriculum offer.

### **(iii) Post Inspection Action Plan (PIAP)**

The PIAP focuses on Goal 1, and in particular, improving teaching, learning and assessment with learner walks as the centre of the process.

The revised learning walk cycle, the cycle of drop-ins and the revised 5 measures will be used to drive forward the improvements needed in teaching, learning and assessment supported by appropriate professional development and support and challenge. External TLA specialists will be used for moderation. The revised approach to learning walks and the criteria assessed at each learning walk was outlined as follows:

- Learning walks will be carried out with up to 3 per teacher in the autumn term. Feedback will be given with actions clearly identified on the teacher's individual improvement plan. Any support needed as a result of this will be actioned, implemented and reviewed in subsequent learning walks.
- Alongside the learning walks, there will be weekly drop-ins which will enable issues to be identified quickly and early interventions to be made. It will also enable areas of good practice to be identified and shared.
- The re-based 5 measures will form part of the improvement strategy for TLA and at 3 points in the year, all teachers will have an interim 5 measures grade with the final grade used to inform their appraisal grade. The 5 measures will be used to triangulate the evidence seen in learning walks and drop-ins. All teachers will be set a target 5 measures grade for 2018-19.
- Progress will then be measured from LW1 to LW2 and LW2 to LW3. Interim 5 measures grades will be set for teachers after each LW, with a clear action plan for improvement. There will be targeted support and challenge for all teachers, supported by the newly appointed TLA coaches. This will be in addition to the annual programme of Continued Professional Development (CPD). Feedback will be gathered from students via the Executive Team Plus Student Experience group as well as from the student observers.

The Corporation welcomed the strong focus on improving teaching, learning and assessment.

It was **RESOLVED** to note the PIAP.

**(iv) Review of KPI/Data Dashboard**

A demonstration was given on the current status of the KPI/Data Dashboard that is under development on the Governors portal. The Data Dashboard will report on 'live' data across a range of agreed KPIs.

In response to the Chair, it was **CONFIRMED** the Data Dashboard would be fully operational for the December Corporation meeting.

**8. GOVERNOR LINK ALLOCATION 2018-19**

The governor link allocations for 2018-19 was received and noted.

It was **AGREED** to add 'Higher Education' as a link area and to allocate this to John Bolt.

It was further **AGREED** to add HE as an agenda item for discussion at the next meeting of the Quality & Equality Advisory Group.

It was **AGREED** to focus the Governor link programme to be more aligned with the learner walk programme. Governors through their revised link visits will shadow learning walks. To this end, it was **AGREED** to make available training to Governors on learner walks.

Link visits to be conducted after the Corporation approves the College SAR in December, with visits to take place in the spring term and outcomes of the visits reported to the March Corporation meeting

## 9 **QUALITY & EQUALITY ADVISORY GROUP**

The minutes of the Self Assessment Validation Panel meeting held 10 October 2018 were received.

It was noted the Group agreed to add an extra stage to the validation process. The aim is to present updated curriculum SARs, and the accompanying College narrative, at the scheduled meeting of the Group on 07 November and for self assessment grades to be validated at this meeting.

The College SAR will be an agenda item for approval at the December Corporation meeting.

## 10 **FINANCE & ESTATES FOCUS**

The following reports were received:

- (i) Draft July 2018 Management Accounts
- (ii) 2018/19 budget - pay award recommendation

### **(i) Draft July 2018 Management Accounts:**

The projected year-end performance is an operating surplus of £550k compared with the budgeted surplus of £450k and £298k surplus in 2016-17.

Other KPIs as at 31 July are as follows.

- Current ratio is 1.8
- Borrowings as a percentage of income are 41.8%
- Staff costs as a percentage of income are 64.2%.

It was reported if there are no material changes to the above ratios the College's ESFA Financial Health Grade will be *Good*, as it was in 2016-17.

The report outlined key variances against budget.

In summary, despite some disappointing recruitment, particularly for 16-18 and HE students, the College was able to act promptly to adjust in-year costs, offset the reduced income and deliver a good surplus.

Overall, the Corporation welcomed a positive performance for the year and a relatively stable financial position that is expected to continue.

### **(ii) 2018/19 budget - pay award recommendation**

The 2018-19 revenue budget approved by the Corporation at its last meeting in July included within pay costs provision for a pay award of 1%, effective from 01 August 2018, with the recommendation that this be reviewed subsequently for affordability. The approximate cost to the College of a 1% pay award is £130k.

The College Executive team requires the formal approval of the Corporation in respect of any pay award. To assist governors, an assessment was made available on the current financial position, which included early indicators of any changes to budgeted income and expenditure.

Four options were made available to help inform Governors, these being:

- Option 1: To proceed with the budgeted 1% pay award effective from 01 August 2018

- Option 2: To maintain pay to employees at 2017-18 levels, i.e. a nil pay award
- Option 3: To implement a pay award of 0.5% effective from 01 August 2017
- Option 4: To delay the pay award decision pending the outcome of the joint AoC/NJF campaign for provision by DfE of specific, ring-fenced funding to make a significant pay award

There took place an extensive discussion and it was **AGREED** to defer any decision on the pay award to the December Corporation meeting in order to get a better understanding on recruitment and any impact on the budget. In making this decision, Governors were looking for evidence to justify making a pay award rather than looking for evidence not to make a pay award.

**11 ANY OTHER BUSINESS**

There was no other business.

**12 DATE OF NEXT MEETING**

Thursday 13 December 2018 @ 1800.

Meeting closed at 20.15

**SUMMARY ACTION LIST**

<b>Ref &amp; Date</b>	<b>Action</b>	<b>Review</b>
6	To give consideration to reduce the curriculum offer, to focus on quality, and to plan for growth from a strong quality position.  Need to have in place an action plan to see what consolidation is possible and how to prepare for growth.	On-going throughout 2018-19
7(ii)	It was <b>AGREED</b> to approve the Development Plan 2018-19 but to revisit some of the application/enrolment targets following the conclusion of the consolidation review of the curriculum offer.	After completion of the consolidation review of the curriculum offer
7(iii)	it was <b>CONFIRMED</b> the Data Dashboard will be fully operation for the December Corporation meeting.	13/12/18
8	It was <b>AGREED</b> to add 'Higher Education' as a link area and to allocate this to John Bolt.	13/12/18
8	It was further <b>AGREED</b> to add HE as an agenda item for discussion at the next meeting of the Quality & Equality Advisory Group.	13/12/18
8	It was <b>AGREED</b> to focus the governor link programme to be more aligned with the learner walk programme. To this end, it was	13/12/18

	<b>AGREED</b> to make available training to governors on learner walks.	
8	Link visits to be conducted after the Corporation approves the College SAR in December, with visits to take place in the spring term and outcomes of the visits reported to the March Corporation meeting	March 2019
9	The College SAR will be an agenda item for approval at the December Corporation meeting.	13/12/18
10(ii)	To defer any decision on the pay award to the December Corporation meeting in order to get a better understanding on recruitment and any impact on the budget	13/12/18