

**Minutes of the Meeting of the Corporation of West Thames College
Held on Wednesday 16 October 2019 in the Banks Room**

Members Present	Mr T White (Chair)	Ms T Aust	Ms C Ajit Singh
	Mr J Bolt	Dr B Armstrong	Ms B Sandhu
	Mr M Malhorta	Ms S Oloyede	

Also present Mr J Allen Mr M Cooper Ms S Davies

The meeting commenced at 18.00

1. APOLOGIES, QUORACY, ANNOUNCEMENTS & WELCOME

Apologies were received from Mr S Wilcox, Mr J Bryant, and Mr D Evans.

The Clerk confirmed the meeting was quorate.

In the absence of the Chair, it was agreed for the Vice Chair to chair the meeting.

The Clerk informed the meeting that Michael Marks had confirmed his resignation from the Corporation with effect from 15 October 2019 due to taking up a new post in Southend-on-Sea. The Corporation placed on record sincere thanks to Michael for his contributions during his tenure. It was confirmed the London Borough of Hounslow (LBH) has been asked to propose a replacement for Michael (not an elected Member but a senior officer with appropriate strategic skills).

Assuming a nomination is received from the LBH, there still remains one vacancy to fill and the Clerk confirmed that members of the Search Committee are interviewing a candidate for the vacancy on 17 October.

At the close of nominations, the Clerk confirmed that Jayme McClory had been nominated to serve as the staff governor. Jayme is a member of the teaching staff (lecturer in English and English Hub Project Co-ordinator). Jayme was Awarded Innovative Teacher of the Year 2018/19. The Corporation welcomed his appointment.

The student body has nominated two student governors - Seyi Oloyede and Jayden Ndokala Makondele. The Clerk confirmed that both have received their induction and both attended the meeting of the Quality & Equality Group that was held last week. The Corporation welcomed their appointment. However, it was noted with some disappointment that one of the student governors was not in attendance for this meeting.

Welcomes were extended to Mukesh Malhorta and Barinder Sandhu who were attending their first Corporation meeting following their governor appointment.

A welcome was given to Susanne Davies, the recently appointed interim Vice Principal, who was covering in the absence of Mr D Evans.

2. DECLARATIONS OF INTEREST

There were no declared interests against any agenda item.

3. MINUTES

The minutes of the Corporation meeting held 10 July 2019 were approved as an accurate record of the meeting.

4. 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:

Ref & Date	Action	Review Update 16 October 2019
41	The Clerk confirmed that elections for the position of staff governor are to be arranged for September/October.	Nomination and appointment confirmed.
46	Development Plan 2019-20: it was AGREED to amend 3.4 in Goal 2 to read 'Further enhance and embed/utilise the data dashboard.....'.	Actioned
46	<u>Three Year Strategic Plan 2019-2022:</u> To be finalised once the Development Plan objectives for 2019-20 have been agreed. Once finalised, the Corporation will be asked to review and approve the Plan.	This to be subject to review by the Strategy & Business Development Committee.
46	It was AGREED , should the Lease for the Skills Centre be finalised before the next Corporation meeting, to delegate authority to the Chair to sign the Lease on behalf of the Corporation. Any action taken through delegated authority to be reported to the Corporation.	The revised headlease has largely been agreed with only arrangements relating to the break clause to be confirmed. However, this cannot be finalised until the underlease agreement is complete. The College's solicitors, Mills & Reeve, have received a draft underlease from LBH's solicitors and have drafted provisional counter-revisions which we intend to review and return this week.
50	A more detailed consideration to be given by the Board (or a sub group thereof) as to how the current resource situation might be addressed with regard to, in particular, future reward packages and staff recruitment / retention. Further consideration will be given as to how to take the action point further, whether by a committee or a sub group	This to be subject to review by the Strategy & Business Development Committee.
50	The Clerk confirmed Governor link allocations for 2019/20 are to be confirmed next term.	Agenda item
53	The Clerk confirmed that following the appointment of the two new Members agreed at this meeting, a revised	Committee membership 2019-20 circulated to governors

	Committee membership for 2019/20 would be circulated to governors, with the target date of this being made available by the end of July.	
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5. EXECUTIVE TEAM REPORT

The Executive Team Report provided Governors with updates on the following topics:

- Strategic Context
- Financial Matters
- Leadership & Management Staffing Update
- Achievement Rates
- Partnerships
- Student News & College News

The following key points were noted from the review of the Executive Report.

The inspection is now expected to take place after half-term and probably in November. Governors have received a briefing on the new Education Inspection Framework.

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. In 2018-19 the College fell short of the student number allocation of 1,915 by 99 students and, as a consequence, suffered a funding cut this year of over £650k. The 2019-20 student number allocation is 1,803 and, as at 08 October, the College has enrolled 1,604 students aged against this target number with a further 105 adult High Needs Students who will count towards the target.

The funding methodology for ESFA 16-19 programmes is based on lagged student numbers so funding for 2019-20 is effectively guaranteed, whereas any shortfall in enrolment this year will affect next year's funding allocation. As agreed by the Corporation, the 2020-21 revenue budget assumes no growth, so is based on the current year's student number allocation of 1,803. To achieve this, the College would need to have 1,680 fundable students enrolled by 01 November 2019 and included within the R04 ILR return due in the first week of December. Whilst the College is currently just above this target, the enrolment numbers have already been, and will continue to be, subject to withdrawals, though the College is working hard to try to keep these to a minimum. As there is a risk to the forecast 2020-21 budget, due to lower than anticipated enrolments, it was **AGREED** for this risk to be kept under review by the Finance Committee at its November meeting and the Corporation at its December meeting.

As part of the Autumn Spending Round the Chancellor of the Exchequer announced a £400 million funding package for further education and 16-to-18 education. The 16-18 base funding rate increase (the first for seven years) should benefit the College by an estimated £430k. However, this is likely to be at least partly offset by falling student numbers. At this stage, it is not possible to put a value on additional funding the College may receive in respect of more expensive courses or English and maths for level 3 students, although there will be benefit from both these funding initiatives.

Each year the College reviews whether or not it can be affordable to award a pay rise to staff. The College has budgeted for an assumed pay award of 1% in 2019-20 at a cost of around £125k. A paper on pay award recommendations will be presented at the Finance & Resources Committee meeting in November, by which time information on the impact of recruitment on the budget will be available.

Results are still coming in and the final position for 2018-19 will be confirmed by the end of October 2019. The current position was reported as follows: further information is provided in the minutes of the Quality & Equality Group meeting (Paper 7).

Current Achievement (Not FINAL position) by Provision Type	Interim position for 2018-19	2017-18	2016-17
16-18 Programmes of Study	86%	81%	82%
Adults	92%	88%	91%
14-16	95%	98%	62%
HNS	82%	82%	87%
Apprenticeships (timely)	49%	52%	45%

Further information is provided on results in the minutes of the Quality & Equality Group meeting (Paper 7).

The Corporation welcomed the positive information provided on the various partnerships updates.

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

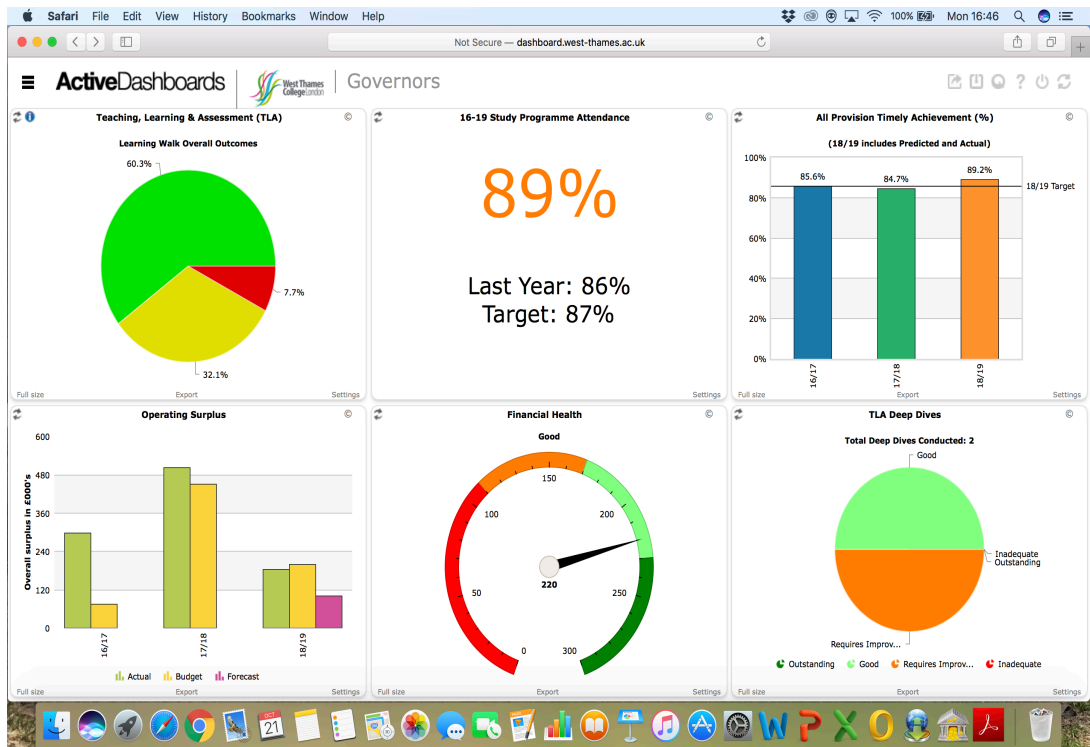
6. MONITORING OF COLLEGE PERFORMANCE

Under this agenda item, the following approach was noted:

- (i) Review of KPI/Data Dashboard
- (ii) To receive for information purposes the College's final position for the 2018-19 Development Plan
- (iii) To receive for information purposes the College's Development Plan 2019-20 (Goal 2 & Goal 3) and the Post Inspection Action Plan 2019-20 (Goal 1) - These were reviewed and discussed in detail at the QEG meeting. Governors were referred to QEG minutes, Paper 7.

'Live' Review of the Data Dashboard:

The Data Dashboard was presented as follows:



Current attendance on 16-19 study programmes is 89%, against the target of 87% and last years' performance of 86%.

It was confirmed some of the KPIs used for 2018-19 are to remain in place for 2019-20. However, some have changed to reflect the new Education Inspection Framework. It was also confirmed that the criteria used for Learning Walks has been amended to reflect the new Ofsted judgment of quality of education. However, in order to track the progress from the previous inspection, the new criteria are mapped alongside the Learning Walk criteria for 2018-19. The new headings for Learning Walk criteria are; Planning for Learning (previously Engagement), Meeting Needs (Meeting Needs), Assessment (previously Assessment and Progress), English and maths (English and maths), Personal Development (previously Personal Development, Behaviour and Welfare), Behaviour and Attitudes (previously Attendance).

Ofsted's new approach at inspections is to conduct 'Deep Dives' into curriculum areas and the College has also adopted this approach. Outcomes arising from 'Deep Dives' will be reported on in the Data Dashboard. Two 'Deep Dives' have been conducted - English and Supporting Learning. The outcomes for English was a rating of 'Green/Good' but Supported Learning had an outcome of 'Amber/Requires Improvement'. Governors sought further clarification as to what were the identified areas of concern for supported learning, and what were the actions being taken to address the concerns. In response, the Principal stated that additional support is still required for new staff in this area. Support is being provided and should result in improvements for some of the new team but there is one at risk.

Financial Health Assessment is 'Good'.

A discussion took place as to how Governors can best make use of the Data Dashboard at future meetings and the Chair directed Governors' attention to the approach outlined in the minutes of the QEG meeting (Paper 7) that outlined the following approach:

- Prior to the meeting, the Executive is to ensure the commentary in the Data Dashboard is up to date. This to be done well in advance of the meeting by following the 7-day rule on making papers available prior to meetings.
- Prior to the meeting, Governors to review the Data Dashboard and to note any areas of concern that they want to challenge and explore further with the Executive.
- The Executive to make available at the meeting a brief statement on key issues that they have identified arising from the data and to report on the actions being taken to address areas identified for improvement.
- The review of the Data Dashboard is also to review strengths and areas of good performance.
- Subsequent papers at the meeting to be used as supporting documents for the Data Dashboard.

A number of presentation issues were raised during the review of the Data Dashboard including the need for the use of more legends and explanations, the need for more up to date commentary on performance and, where available, to benchmark data against national averages. It was **AGREED** to take these points forward for actioning.

Following review, it was **RESOLVED**:

- (i) To note the Data Dashboard;
- (ii) To note the College's final position for the 2018-19 Development Plan that was made available for information purposes; and
- (iii) To note for information purposes the College's Development Plan 2019-20 (Goal 2 & Goal 3) and the Post Inspection Action Plan 2019-20 (Goal 1) that were reviewed and discussed in detail at the QEG meeting held on 09 October 2019.

7. QUALITY & QUALITY COMMITTEE MINUTES

The minutes of the QEG meeting held 09 October 2019 (Paper 7) were received.

An agreed outcome from the review of governance that was undertaken last term was for Committees to make available a report to the Corporation that provides to Members a summary of the key points arising from the meeting, with the minutes being made available to provide further information. The Corporation welcomed the reporting format used for this meeting.

The following key issues/risks were brought to the attention of the Corporation:

- Changes to the structure of the agenda for future meetings with the focus being on the monitoring of the quality of education through the live review of the data dashboard and to avoid unnecessary duplication.

- Student Voice and the role of the two Student Governors, with student governors to present to the Committee the outcomes arising from the work of the Executive and Student Voice Group.
- Ofsted's new approach to inspections - a more holistic approach on student development and progress.
- HE Strategy and the agreed strategic approach to be taken.
- Revised Data Dashboard to take into account new Ofsted Common Inspection Framework with the criteria for Learning Walks updated and a new section in the Dashboard on 'Deep Dives'.
- Excellent Interim Achievement Rates. The overall College achievement rate currently stands at 90%. This compares against last year's figure of 85% and the National Rate (NR) of 85.1%. The outcomes for 2018-19 is an excellent evidence of positive IMPACT arising from all the changes introduced through the Post Inspection Action Plan (overseen by this Committee and the Corporation) to improve teaching, learning and assessment and the quality of education.

The Corporation asked the Principal to pass on to all staff the Corporation's appreciation of their work in achieving such great results and outcomes for 2018/19.

As the inspection is imminent, the Committee agreed for the Executive to update the Governor Inspection Briefing Document to reflect the change in approach of inspections. In particular, for the briefing document to focus more on the **'3 Is' of 'Intent, Implementation and Impact'**.

An example was made available as to how the work of governors falls within the framework of the '3 Is'.

A key priority for Governors following the last inspection was to hold Senior Managers to account to improve outcomes for Level 2 - a key weakness identified by Ofsted at the inspection. Current data shows a 9% improvement in outcomes for Level 2. So in terms of **INTENT, IMPLEMENTATION AND IMPACT**, Governors' **INTENT** was to hold Senior Managers to account to improve outcomes for Level 2, through the **IMPLEMENTATION** of agreed improvement strategies agreed in the Post Inspection Action Plan that was overseen and monitored by both the QEG and Corporation, resulting in a positive **IMPACT** of a 9% improvement in Level 2 outcomes.

It was **RESOLVED** to note the minutes of the Quality & Equality Group meeting held 09 October 2019.

8. **SEARCH COMMITTEE MINUTES:**

Under this agenda item, the following were received for actioning:

- (i) To note the minutes of the Search Committee held 02 October 2019 (Paper 8)
- (ii) To approve the proposed Scheme of Delegation for the Board that had been subject to a thorough review from the Governance & Search Committee (Paper 9); and

- (iii) To receive for information the Governance Review Action Plan that was reviewed by the Search Committee (Paper 10).

The Scheme of Delegation proposed the following Committee structure for the Corporation to approve:

Audit	Finance, Resources & Capital Projects	Curriculum, Quality and Standards	Governance & Search	Remuneration	Strategy & Business Development
<i>Purpose:</i> Mandatory audit responsibilities	<i>Purpose:</i> Finance, resources, HR, estates, Health & Safety, and capital projects	<i>Purpose:</i> Quality, curriculum offer, Higher Education, student experience, safeguarding & Prevent, student voice and staff voice	<i>Purpose:</i> Oversee all governance matters and governor recruitment	<i>Purpose:</i> Remuneration of senior post holders	<i>Purpose:</i> Strategic direction and strategy, Business Development, and strategic partnerships

Terms of Reference for each of the Committees were outlined in the Scheme of Delegation.

It was agreed that the membership of the new Strategy & Business Development Committee should be the chairs of committees and the Principal, along with a governor with community links. A key task for this new Committee will be on a greater external focus. It happens in practice but now needs to be more explicit.

The Committee recommended that the Corporation be asked to approve to re-appoint Tommy White for the period from the end of his current second term (07/02/2020) to the end of the academic year (31/7/2020). The reason for the extension was to give more time to recruit a replacement for Mr White to ensure there is adequate financial expertise with appropriate financial qualifications amongst the Corporation membership (The FE Commissioner has stated that all Corporations must have two members who are financially qualified).

Following review it was **RESOLVED**:

- (i) To approve the Scheme of Delegation and Committee structure;
- (ii) To note updated Governance Review Action Plan and the progress made to date,
- (iii) To extend the Governor membership of Tommy White up to 31 July 2020; and
- (iv) To note the minutes of the Search Committee held 02 October 2019.

9. GOVERNOR LINK ALLOCATIONS 2019/20

The proposed Governor Link allocations for 2019/20 were received (Paper 11).

It was **AGREED** for the Clerk to make available to governors the agreed guidelines for conducting visits and learning walks and for the guidelines to incorporate the governor link allocations for 2019/20.

Governors are **ASKED** to conduct their visit/learning walk after the SAR validation meeting that is held in November and before the end of February, to enable a summary report (to be collated by the Chair of the Curriculum, Quality & Standards Committee) of all visits to be presented to the March Corporation meeting.

It was confirmed the Principal's PA will organise the visit schedule for governors.

10. FINANCE FOCUS

The draft July 2019 Management Accounts were received (Paper 12) for review and information. It was noted the Management Accounts, and audited Financial Statements, following review from both the Audit Committee and Finance Committee, would be made available at the December Corporation meeting for approval.

The projected year-end performance is an operating surplus of £185k compared with the budgeted surplus of £200k and £504k surplus in 2017-18.

It was **RESOLVED** to note the draft July 2019 Management Accounts.

11. ANY OTHER BUSINESS

A discussion took place as to whether governors should be subject to Disclosure Baring Scheme (DBS) checks. Although not a legal requirement for FE Governors, it is a legal requirement for School and Academy Governors to be subject to DBS checks. To be in line with requirements for School and Academy Governors, and to mitigate against any risks, it was **AGREED** for West Thames Governors to be subject to DBS checks and for HR to advise and oversee the required process.

There was no other business.

12. DATE OF NEXT MEETING

Wednesday 11 December 2019 @ 1800.

13. CONFIDENTIAL UPDATE FOR LAY GOVERNORS ONLY

An update was made available on matters relating to two other FE Colleges. The Corporation endorsed the approach outlined by the Principal.

Meeting closed at 20.15

Signed: _____

Date: _____ -

SUMMARY ACTION LIST

Ref & Date	Action	Review
5	As there is a risk to the forecast 2020-21 budget due to lower than anticipated enrolments, it was AGREED for this risk to be kept under review by the Finance Committee at its November meeting and the Corporation at its December meeting.	11/12/19
9	<p>Governor Link Visits:</p> <p>It was AGREED for the Clerk to make available to governors the agreed guidelines for conducting visits and learning walks and for the guidelines to incorporate the governor link allocations for 2019/20.</p> <p>Governors are ASKED to conduct their visit/learning walk after the SAR validation meeting that is held in November and before the end of February, to enable a summary report (to be collated by the Chair of the Curriculum, Quality & Standards Committee) of all visits to be presented to the March Corporation meeting.</p> <p>It was confirmed the Principal's PA will organise the visit schedule for governors.</p>	<p>Email sent to all governors 17/10/19</p> <p>11/12/19</p> <p>11/12/19</p>
10	West Thames Governors to be subject to DBS checks and for HR to advise and oversee the required process	11/12/19