



Minutes of the Meeting of the CORPORATION

held in the Boardroom, Fawcett Building
Willesden Campus
at 4.00pm on Wednesday, 6th July 2016

Present: Judith Williams (Chair)
Jan Knight (Vice-Chair)
Vineeta Manchanda (Vice-Chair)
Andy Cole
Peter Child
Tony Johnston
Priscilla Angelique-Page
Berta Miguez
Martina Porter
Diane Kennedy
Abdul Mohamed

Present [11 of 17]
[85 %]

Vacancies [4]

In Attendance: Fiona Chalk, Clerk to the Corporation
Eamonn McCarroll, Interim Vice-Principal (Finance & Resources)
Mary Prince, Assistant Principal (Enterprise and Employment)
Mike Welsh, Deputy Principal (Curriculum, Teaching and Quality)
Anna Openshaw-Lawrence, Vice-Principal (People and Planning)
Grethe Woodward, Assistant Principal

Introductions were made for Mary Prince and she was welcomed by the Corporation

BRIEFING: Property Group feedback

Peter Child advised the Corporation of the current redevelopment work progress. He advised of the consultants initial plans for both sites, the timeframe for development commencing and how Brexit may negatively impact the project due to the falloff in overseas buyers.

- Development could begin 18 months after planning permission is approved
- 800 residential units are being considered for Willesden site
- Telford building will remain and be extended
- The whole redevelopment could take 3-4 years
- The college must be built first, before residential units
- Option to develop SEN residential facility if funding is secure
- £1.2m spend to end of RIBA stage 2, additional £0.8m spend to start of development

- Further spend required to put package in place for contractor, legal costs likely to be significant in order to protect the College of North West London

Members asked:

- Are the 2 sites interdependent? Brent Council would like to see them associated. They may flex their planning guidelines in order to have a new college facility built.
- When does a decision need to be taken on progression of this build? This will take place after the RIBA 2 report is released. Consideration of partner colleges estates strategies will also need to be considered at this time.

15/137 A1. APOLOGIES FOR ABSENCE (A1)

Apologies for absence were received from Mick Gallagher.

15/138 A2. DECLARATIONS OF INTEREST (A2)

None.

15/139 MINUTES OF PREVIOUS MEETING (A3)

It was resolved that the following minutes be approved: Corporation minutes of 11th May and 11th June 2016, including the Confidential minutes.

15/140 MATTERS ARISING (A4)

15/141 – Strategic Alliance Project Manager. It was noted that previously the Corporation had requested details of the job description and financial implications of the above. The Chair advised that these had not been confirmed but would need to be over the summer and before the next Corporation meeting in October. **It was resolved that this item be subject to Chairs Action with the authority delegated to the Chair.**

Chair to Action

15/142 STRATEGY AND OPERATIONS (B2)

Strategic Objectives 2016-17. The Board noted that these had been discussed in detail at the Summer Conference and acknowledged the revisions. **It was resolved that the strategic objectives for 2016-17 be adopted.**

Strategic Collaborations & Area Review updates
(see confidential minute)

Diane Kennedy joined the meeting

15/143 FINANCE REPORTS (B3)

Management Accounts

The Management Accounts to 31st May 2016 were noted. Key points are:

- Year-end forecast noted against amended approved budget
- £852,000 deficit budgeted
- £560,000 latest forecast deficit
- Agency costs are £585,000 above budget and actual pay costs are £390,000 below budget

- 92% of SFA Adult Skills budget is expected to be achieved
- Cash balance is £5.6m and forecasted to be £4.6m by year-end

Bank Covenant

(see confidential minute)

Martina Porter joined the meeting

Budget 2016-17 and Financial Plan to 2019/20

It was noted that the draft budget had been discussed previously and in addition:

- The new Financial Planning Handbook contains a checklist for governors – this was discussed and its contents noted
- The income and expenditure details take into account the assumption of a support staff restructure to be undertaken in the next financial year.
- A surplus of £200,000 is budgeted (1% of income) for 16/17, £291,000 for 17/18, £400,000 for 18/19 and £401,000 for 19/20
- Income down by £1m
- Staff costs reduced by £632,000, non-pay costs by £1,445,000
- SFA template has been used for the financial plan
- No income from ESF has been included in the plan
- Financial rating is Outstanding for all years, although the college has self-assessed this to Good for all years.
- The risks to the Plan, incorporating student numbers, area review, Brexit, property strategy were all noted.
- The budget is to be submitted to the SFA by 31st July

Governors questioned management on:

- Are staff cuts dependent on merger? No they are not.
- Is management confident it can still provide a good service for students at reduced staffing levels? Yes it is. Governors asked why had cost adjustments not been made in year to prevent an operational deficit. £8m has been cut from staffing budgets over the last 2 years
- Are the 16-18 recruitment figures too optimistic? No, the college is already achieving these figures and more

It was resolved that the budget for 2016-17 and Financial Plan to 2019/20 be approved.

EM to action

Financial Regulations

The Corporation noted the annual review of this document. One major change was noted in regard to procedures should a waiver of these regulations be required.

It was resolved that the Financial Regulations be approved.

EM to action

15/144 PROPERTY STRATEGY – UPDATE AND APPOINTMENT OF LEAD CONSULTANTS (B1)

See confidential minute

15/145 RISK MANAGEMENT UPDATES [B4]

The Board noted the high risk register, including new risks around the property strategy and area reviews – both the process and outcomes.

Governors asked for a further review of 11.8 with management focusing on achieving a surplus in-year and the mitigation factors on failure to reach a surplus.

It was noted that the whole risk register will continue to be monitored termly by the Audit committee.

15/146 KPIs [B5]

Governors noted :

- All qualifications are predicting a higher success rate than last year, with a best case scenario of 86%, increase of 3% on last year
- Learner satisfaction has increased though it was noted that the response rate was down
- The SEED project has been a big success
- The appraisal completion rate has significantly improved, with Construction at 100%
- Sickness absence rates are low
- EFA income target should be achieved but there is likely to be a shortfall of £150k from EFA funding at year end
- Staffing costs are not yet at target of 61% due to agency costs

Management were asked to congratulate staff, especially construction, on the improvements this year.

CET to Action

Due to printing errors, members asked for the paper to be recirculated.

Clerk to Action

15/147 ANNUAL REPORTS [C1]

Employer Engagement – this report will be submitted to the TL&S committee on 23rd November.

Community Engagement

The Board noted the excellent work that takes place by the college in the local community by all areas of the college community. The community events list was also noted.

The key objectives for the community engagement strategy going forward were noted to include further participation by students in community activities, staff engagement in volunteering, a strategic audit every 3 years to be shared with stakeholders, develop and maintain a database of community groups and look further at making college facilities available to the community.

Members asked that further work be done to link this strategy to the PR strategy to publicly highlight the good work the college is doing.

It was resolved that the community engagement strategy by approved.

AOL/Clerk to Action

Higher Education

The Board noted the AOC briefing on HE White paper and the implications for the college. It was noted that college has been chosen as the College's SEED project has been successful and the college has been selected to go forward to the next stage of the AOC scholarship project, the only London college to be accepted.

It was noted that:

- this could be a growth area for the college
- the college has met all UK requirements and is likely to gain Approved status
- there are implications for the Corporation regarding consumer rights of HE students
- the Strategic Enhancement group will report to the TL&S committee in November

Partnership Proposals & Sub-Contracting

See confidential minute.

15/148 TEACHING AND LEARNING PRESENTATION [C2]

Due to time constraints, this presentation will be sent to members as a video.

PAP to Action

15/149 COMMITTEE MINUTES [C3]

Search & Governance

The minutes were noted and the Board approved recruitment and interviews for new independent, staff and F&R Committee co-optee governors be held on 15th September.

Audit

The minutes and the Internal Audit plan for 2016/17 were noted. The Board expressed concern that some actions were becoming too managerial. It was noted that the use of purchase cards is a potential area for fraud and the Audit committee want it closely monitored. Management advised on the procedures and controls in place to prevent fraud.

It was resolved that Management not Audit Committee monitor the list of staff members issues with purchase cards.

The request for Prevent to be added to Audit was questioned by management as to the role of the Internal Auditors in this area and that others maybe better placed to review this area. **This was explained as a systems audit which would be undertaken within the existing internal audit budget**
It was resolved that Prevent be added to the safeguarding internal audit.

Management explained the reasons for the purchase of the new MIS system and how they have worked with merger partners when considering this purchase. Management referred the Board back to conversations and explanations on this item at the Corporation meeting in March.

The Clerk advised that in future under the new governance structure, any management issues emerging from Committees will be raised with them directly to prevent a repeat of committee discussions in Corporation meetings.

15/150 GOVERNANCE [C4]

Code of Conduct

It was resolved that the updated Code of Conduct be approved

Clerk to upload

Scheme of Delegation

It was resolved that the updated Scheme of Delegation be approved

Clerk to upload

HE Briefing Paper

New governor responsibilities in regard to HE Quality Assessment were noted.

Clerk to Action

15/151 CONFIDENTIAL ITEM – REMUNERATION COMMITTEE RECOMMENDATIONS [D1]
(see separate confidential minute)

15/152 DECLARATION OF BUSINESS TO BE TREATED AS CONFIDENTIAL (E1)

Item B2[ii] Strategic Collaboration/Area Review, item B1 Property Strategy, item B3[i] Bank Covenant and C1[iv] Partnership Proposals & Sub-contracting, are deemed confidential.

15/153 DATE & TIME OF NEXT MEETING

Corporation meeting on Wednesday 12th October at 5.00 p.m. for briefing and 5.30 p.m. meeting commencement.

Signed:

Date:.....