



Minutes of the Meeting of the CORPORATION

held in the Boardroom, Fawcett Building
Willesden Campus
at 5.30pm on Wednesday, 23rd March 2016

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

Present [12 of 15]
[80 %]

Vacancies [1]

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

15/096 A1. APOLOGIES FOR ABSENCE (A1)

Apologies for absence were received from Tracey Connage, Jeff Lee, and Martina Porter. Introductions were made and Eamonn McCarroll were welcomed. Members noted that Jeff will now be taking up his role as a co-opted governor for apprenticeships and Tracey's term of office has now ended. Members expressed their thanks for her contribution to the college and noted her desire to remain connected to the college and it was suggested she be invited to the summer conference.

Clerk to Action

GOVERNOR BRIEFING: Governors as Ambassadors – Mick Gallagher

Mick gave a presentation and encouraged governors to fulfil their duty to help and support the college through generating interest in and income for the college. He suggested this be done by maximising communications with people in each person's sphere of influence. The college should be promoted as a valuable community asset. He reminded governors of their responsibility to ensure the financial solvency of the college and their moral obligation to contribute to this by promotion of the college. He entreated governors to draw on their contacts to generate productive partnerships outside the college for the benefit of the learners. He stated that from personal experience, it was often a case of pushing at an open door i.e. through speaking to people within the police, the college is looking at developing a qualification for persons working with gang members, in conjunction with City and Guilds. This could result in a pan-London project for employees of the police, fire service, mental health services etc. Governors noted that this was about collaborating with the community for the greater good and acknowledged that there are opportunities to build bridges with some ethnic groups who have strong business networks and can further promote the college themselves. He stated that no comment or opportunity is too small. Governors shared their experiences of such networking opportunities and Ray Shilling encouraged governors to contact him either with new contacts or for details of contacts he would like them to pursue. Governors asked for business cards to be provided for them.

Clerk to Action

It was agreed that May's briefing would be on Learning Improvement innovations, presented by Priscilla.

15/097 A2. DECLARATIONS OF INTEREST (A2)

None.

15/098 MINUTES OF PREVIOUS MEETING (A3)

It was resolved that the following minutes be approved: Corporation minutes of 10th February 2016, including the Confidential minutes.

15/099 MATTERS ARISING (A4)

Student Support KPIs. The Chair advised she had met with Ben Humpage and **it was resolved that he be asked to make a presentation to December's Corporation meeting.**

Clerk to Action

Governors Appraisals. It was noted that Paul Butler had not commenced this work.

Chair to Action

External Auditors. BDO's letter of resignation was acknowledged and it was noted that the Audit Committee will be bringing a recommendation to the next Corporation meeting on the appointment of new external auditors.

Clerk to Action

Adult Student Numbers. Governors asked at the last meeting for more details on the shortfall on the Adult Skills Budget (ASB). AOL reported that there is no shortfall, there is in fact a small overspend. The incorrect reporting was picked up by the Management Information Manager as an information management discrepancy. This was due to a 2-3 month lag in reporting previously. This has now been changed and enrolment forms are being processed more quickly with weekly updates now being run. This will help on the management of resources, improve growth areas and finer

curriculum planning. Governors questioned how management didn't pick up on the obvious discrepancy between visual and reported numbers of learners. They were advised that this was due to a number of factors:

- The numbers were updated on internal reporting but not on external reports
- Recruiting takes place monthly and course lengths vary so numbers of students are constantly changing
- The value for each student can vary depending on their course and how it is funded

Governors noted that a lot of work is going into MIS to ensure greater connectivity between areas rather than the previous silo approach to reporting. Members expressed confusion on reporting of other provision and asked that sub-contracted, contracted, partnership provision is separated in the accounts.

RS/EM to Action

15/100 STRATEGIC COLLABORATIONS AND AREA REVIEWS (B1)

See confidential Minute.

15/101 MANAGEMENT ACCOUNTS (B2)

Management Accounts

The Management Accounts to 31st January 2016 were noted, key points being:

- 12 months rolling cash flow now included – this being important with the capital build coming up
- Variances noted
- Expectation to deliver on or over the ASB budget
- Governors questioned the increase in partnership/subcontracting costs – is was advised that the direct delivery was less than budgeted and therefore extra subcontracted costs were noted. Governors requested subcontracted income/expenses be noted in a separate budget line in future accounts.

EM to action

Revised budget and mid-year review

It was noted that:

- income has increased by £400,000 due to LEP funding and extra fee income.
- Depreciation has been recalculated
- FRS 17 adjustments included
- Extra costs for subcontracted provision included
- The above results in a larger operating deficit of approx. £500k.
- Income from possible sale of land has not been received
- SFA clawback to be paid from not meeting last years' target.
- The above impacts on the bank covenant and a meeting is scheduled with the bank after Easter
- The following two years finance projections show a more positive picture
- There will be pressure on some budget lines this year but it is hoped to come in on budget at year-end
- Governors asked what penalties the bank will impose for breaking the budget. It was noted the bank has a charge on Wembley but it would be unlikely the bank would take action to call this in when Area Reviews are taking place. It was noted that the college is one of the strongest financially in West London.
- Governors asked if the External Auditors would be satisfied with the new depreciation figures. The Board was advised that they would be.

It was resolved that the revised budget be adopted.

EM to Action

To approve waiver of Financial Regulations to purchase ProRetention

The Board noted the strong business case to proceed with purchase of the ProRetention system for £38,000 (3 year costs) with a benefit of £52,500 to the college annually. Governors noted that current the conversion rates of application to enrolment are poor. Due to tight timescales, it was noted that there was not enough time to go through the Tender process, as required by the Financial Regulations for a purchase of this size, if it is to be in place by September.

Governors challenged the leadership on:

- Whether there is enough time to embed the product before September? It was noted that the lead in time is 10-12 weeks with MIS and installation only taking a couple of weeks.
- If the college is likely to merge, is this an appropriate time to be installing a new system and spending this money? Governors were advised that the system has a robust shelf-life and could be incorporated into other colleges. This has been discussed with other colleges and the provider.
- If the tender process had been undertaken, who would be the preferred provider? It was noted that the recommendation would be the same.

It was resolved to approve variation of the Financial Regulations for this one-off expense to allow the system to be implemented in time for the 2016/17 start. EC/MW to Action

To note the SFA Financial Letter and Dashboard

The Corporation noted the contents of the letter and the mis-representation in the wording and that the operating deficit position is actually improved by £697k – the one-off impact of the project costs written-off for the demolition costs at Willesden, has skewed the figures to show a greater deficit last year than initially budgeted. These costs would have been capitalised had it not been for the LEP grant being delayed. It was noted that a letter of clarification from the college has been sent to the SFA.

15/102 MARKETING AND PR STRATEGY (B3)

The strategy was explained by AOL and governors noted that management are working more closely with students on development of the strategy. Strategies include implementing Snapchat, newsletter, AskAndy webchats etc. It was noted that the strategy needs to be more strategic and a working group is being set up and a governor is invited to attend these meetings. Governors asked:

- Is the curriculum provision (product) correct and if so, how does the college know? It was noted that figures show a 93% match between the curriculum offer and LEP objectives. The college is meeting or exceeding its funding contracts, confirming the curriculum provision is what is required.
- What is the current return on investment for marketing/PR work? It was advised that further work needs to be done to understand this. This work was noted by governors as being key to help inform direction and decisions going forward.
- More cost effective ways of promoting the college need to be investigated.

Governors noted the new website developments. Following a tender procedure, a company was appointed which then drew up 3 concepts, involving students at every step of the process. The most popular concept was chosen and will be launched after Easter. Governors noted that all photos of students on the website were current students.

It was resolved that the Marketing Strategy be approved.

AOL/Clerk to Action

15/103 KPIs [B4]

Members noted the revised KPIs for Teaching and Learning and Developing our People and current progress against targets.

It was resolved the revised KPI's be approved.

AOL/MW to Action

15/104 QUALITY IMPROVEMENT [B5]

Progress to date was noted. An updated report will be submitted to the May meeting.

MW/Clerk to Action

15/105 PROPERTY STRATEGY UPDATE [B6]

A governor updated governors on the progress of the multi disciplinary team to date and advised that they are looking at a number of different designs for the site, from retaining the existing building to a whole site development. The team are currently looking at developing a number of residential units that will fund the cost of the college buildings. Valuations were also being considered for the site, although this will vary depending on the number of residential units provided – governors noted that the site has recently be independently valued. Decisions also need to be taken regarding the Telford building and how it relates to the site. It was thought it would be uneconomical to knock it down and rebuild elsewhere on the site, however its current location splits the site. The team is also considering the Wembley site and the possibilities with Brent Council for redevelopment of an education quadrant at Wembley. AC advised he had made a presentation to Brent Council policy group regarding possible joint working by the college with a number of partnerships on this project. This could possibly incorporate provision from pre-school to higher education. Governors discussed the role of the multi-disciplinary team's involvement in Wembley and asked for a full report on the build project to be submitted to the May meeting.

EM/Clerk to Action

15/106 STUDENT PROGRESSION AND DESTINATIONS [B7]

Due to time constraints, it was resolved this item be presented to the May meeting.

Clerk/GW to Action

15/107 CHAIRS, MEMBERS AND PRINCIPAL'S UPDATE [C1]

Curriculum Visit Reports

The reports were noted and the Chair thanked governors for their involvement. Thanks was also expressed to Tony Johnston for his attendance and contribution to the Apprenticeship Graduation ceremony.

City and Guilds update

It was resolved to bring this report to the May meeting

AC/Clerk to Action

Recruitment of Vice-Principal & Senior Staff Update

See Confidential Minute

Notes from Governance Summit on 2.3.16 and SWP notes of 29.2.16

The content of these was noted.

15/108 GOVERNANCE [C2]

Payment of the Chair

The Chair advised she had asked the Clerk to investigate the issues around payment of the Chair for work undertaken in connection with Area Reviews. Following this report to the Corporation, the Chair confirmed that she would not be seeking payment for this extra work she was undertaking on behalf of the Corporation.

New Governance Structure

Due to time constraints, it was resolved that this be discussed at the May meeting. Clerk to Action

Policies & Code of Governance

Due to time constraints, it was resolved that this be discussed at the May meeting. Clerk to Action

15/109 BUSINESS DEVELOPMENT AND EMPLOYER ENGAGEMENT [D1]

Due to time constraints, it was resolved that this be discussed at the May meeting. Clerk to Action

15/110 DECLARATION OF BUSINESS TO BE TREATED AS CONFIDENTIAL (E1)

Item B1 Strategic Collaboration/Area Review, item C1iii Senior Staff report are deemed confidential

15/111 FUTURE BRIEFING REQUESTS [E2]

It was resolved to have briefings on Teaching and Learning, HE and Student Support programme.

15/112 DATE & TIME OF NEXT MEETING

Corporation meeting on Wednesday 11th May at 5.00 p.m. for briefing and 5.30 p.m. meeting commencement. Strategic Working Party and Audit on 13th April 2016.

Signed:

Date:.....