



BOARD OF GOVERNORS

**MINUTES of a Meeting of the Board of Governors
held on 3rd December 2019 at WAES**

Members present:
(*Absent)

	Name	Post
	Ms Carolyn Keen	Chairman
	Mr Richard Frost	Vice-Chairman
	Ms Arinola Edeh	Principal and Head of Service
*	Ms Ellie Botti	
	Ms Maysie Brown	
*	Councillor Lorraine Dean	
*	Mr Deen Fahmy	
	Councillor Matt Noble	
	Mr Tomasz Patzer	
	Mr Jordan Phillips	
	Dr Samer Taslaq	

In Attendance:

- Ms Jane Button - Assistant Principal, Business Support Services
- Ms Alison Muggridge - Assistant Principal, Curriculum and Quality
- Ms Jill Jaffray - Head of Resources
- Ms Jane Hadsel - Clerk to the Governing Body

6.35 pm: Meeting started.

MINUTES

33/19 Spotlight on WAES Curriculum- Creative Industries

Presentation by Head of Creative Industries, Ms Tracey Havil (TH)

1. The Head of Creative Industries, Tracey Havil, made a slide presentation: she explained that unlike ESOL, for example, which has a similar programmes across the Service, Creative Industries has instead specialist subjects namely: ceramics, floristry, fashion, fine art, graphic design ,hairdressing and barbering, make-up and web design. The department has self-assessed their provision to be “outstanding” for the first time recently; this self- assessment came from a greater confidence by the staff and a clearer understanding of their strengths as well as areas for improvements.
2. Questions and discussion:
 - The department was planning to trial an ‘artists in residence’ programme; how would this work? TH responded they would start with a demonstration by an artist and then to see how that might grow.
 - Can the full cost provision grow? TH said that they would seek to grow by small steps; however, overall, the department considered there were very good opportunities for growth although making the best use of the sites’ accommodation was challenging. For example, there was a good case for setting up a basic ceramic

course at Pimlico (although there were no kiln facilities there) and also a basic graphic design course at Pimlico which did not need a technical environment.

- Were there other courses which WAES did not offer at present but could?
TH gave the example that WAES had ceased to provide glass making when the particularly successful teacher had left (to relocate elsewhere out of London) by way of emphasising the point that the technical expertise and teaching skill of the specialist in this department was essential to a successful offering.

ACTION: TH to send presentation slides to Clerk to upload on Governor Portal.

Lead: Clerk

34/19 CHAIRMAN'S INTRODUCTIONS / MEMBERSHIP OF THE BOARD / APOLOGIES / DECLARATIONS OF INTERESTS

1. Apologies for absences had been received from Ellie Botti (abroad), Lorraine Dean (at a WCC event in her capacity as a Councillor) and Deen Fahmy (representing WAES at a business forum meeting). The Board accepted their apologies.
2. Board Membership:
The Clerk reported that the two staff Governors had been elected: Maysie Brown-teaching staff and Deen Fahmy- support staff
The Chairman welcomed Maysie Brown to this meeting; Deen Fahmy had sent apologies, as noted.
The Search Committee Chairman (Vice-Chairman of the Board) said that membership would be reviewed in 2020.
3. Declarations of Governors' Interests to this meeting: None.

35/19 MINUTES OF THE PREVIOUS MEETINGS OF THE BOARD OF GOVERNORS

Report Item 3.1 Minutes of the meeting of the Board of Governors held on 9th July 2019 (part confidential)

Report Item 3.2 Minutes of the Special Meeting of the Board of Governors held on 24th September 2019 (part confidential)

1. The minutes of both meetings were approved and signed by the Chairman.
2. Matters Arising had been actioned or were on the agenda for this meeting.

36/19 REPORT OF THE PRINCIPAL AND HEAD OF SERVICE

Report Item 4.

Lead: Principal and Head of Service

1. Report paras 3.1- 3.2 WCC strategic Review of WAES: summarised the four key recommendations and delivery of three collaborative projects. The Chairman added that she had seen and commented on the draft minutes of the Policy & Scrutiny Committee meeting held on 11th November 2019 as the original draft wording did not refer to the urgent need to identify future accommodation for the Service in the light of the redevelopment of the Lisson Grove site.
The Principal said that she had had an initial meeting with WCC Head of Business & Enterprise at the end of November to start to look at the post Review action plan and this work was scheduled to resume after the Christmas break.

2. Report para 3.3 Consultant for feasibility study for WAES future accommodation requirements: Resources Committee had discussed the potential cost earlier this term and had recommended that WAES make an appropriate financial contribution from its reserves, which have been built up through good financial management by WAES to get the study going.
3. Report para 6.2 Westminster City Council collaborations: These activities fit with the recommendations of the Strategic Review of WAES.
4. The Board agreed that WCC and WAES should settle on the relevant Officer and Member designations for official lines of communication in relation to WAES' day-to-day matters and also for policies requiring formal approval by WCC. For example, the recent Strategic Review had not been scheduled in either body's annual work plan; and the publication of the WAES 2019-22 Strategic Plan had been delayed as WCC had not advised that it would require specifically Cabinet Member sign-off.

37/19 SELF-ASSESSMENT REPORT (SAR) 2018-19 Presentation of Summary

Report Item 5.1.

Lead: Assistant Principal Curriculum and Quality (APCQ)

1. **Self-Assessment Report 2019-20:** The report summarised the structure of the SAR around the new Ofsted inspection framework to focus on the three 'Is' - Intent of curriculum, Implementation and Impact. The report confirmed that the self-assessment of all areas was 'good' with the exception of Apprenticeships (requires improvement) as well as areas self-assessed as outstanding: distance learning, community learning and creative industries. The APCQ described in response to a Governor's question WAES' internal process from monitoring the Quality Improvement Plan to inform the SAR, which in turn informs the next year's QIP.
2. The draft SAR had been reviewed in detail at the PRC meeting held on 12th November 2019 and recommended for Board approval. The PRC draft minutes were in the papers for this Board meeting for reference.

RESOLUTION: The Board approved the SAR 2018-19.

ACTION: The finalised SAR would be uploaded to the Governor Portal. Lead APCQ./Clerk

3. QUALITY IMPROVEMENT PLAN 2019/20

Report Item 5.2.

Lead: Assistant Principal Curriculum and Quality (APCQ)

The QIP set out four key areas for improvement: Functional Skills delivery in English and Maths, Attendance and punctuality, Apprenticeships and Improved outcomes for learners of African ethnicity.

A Governor asked whether the external review of apprenticeships in November had been done and if so, had it been helpful. The APCQ said the review had been done in mid-November, it had been helpful and actions for WAES arising from that were would be assigned by the end of Term 1 in December.

The Performance Review Committee had recommended the QIP 2019/20 for Board approval.

RESOLUTION: The Board approved the QIP for 2019-20.

38/19 KEY PERFORMANCE INDICATORS (DASHBOARD) 2019-20

Reports Item 6. Summary and Item 6.1. KPIs Presentation Pack

Lead: Assistant Principal Business Support Services (APBSS)

1. The report and slide presentation explained what lay behind the proposed Dashboard reporting on Attendance, Retention, Attendance and Funding.
2. Questions and discussion:
 - Would it be possible to show the data at present (November 2019) compared with that of a year ago, for example for Attendance where the comparison could be like for like? The APBSS said that this would need some development, but they could look at what was involved to make in-year comparisons like-for-like.
 - Could the Dashboard once set up be updated on a regular basis, even monthly; and how useful would that be to management? The APBSS said some further investment would be needed to develop it in this way.
 - Governors welcomed the direction of travel; and asked that the Dashboard, as it is developed further, be on the Board meeting agendas for the rest of this academic year.

ACTION: Dashboard on Board agenda for meetings March and July 2020

Leads: Assistant Principals - Business Support Services and Curriculum & Quality

39/19 RISK REGISTER

Reports Item 7. Executive Summary and Item 7.1. Updated Register December 2019

Lead: Assistant Principal, Business Support Services

1. The report outlined Risks assessed against the six strategic priorities as set out in the WAES Strategic Plan 2019-20; and the cover report summarised the rag rating against each.
2. The Report and the Register detailed the one Red score for Priority / Risk 6 about underperformance in English & Maths; and specifically described the actions being taken arising from an in-depth action plan with EDI Committee input (Equality Diversity Inclusion). The APCQ added that they were seeing good progress in this area; but it was still early in the year.
3. The rationale for the other risks being rated Amber was explained. In particular, Priority / Risk 3 Partnership and collaboration, it was agreed that the recent WCC Review of WAES as presented to the WCC Policy & Scrutiny Committee in November should have raised WAES' profile within WCC. Governors noted that the potential financial impact of future accommodation could be very significant for WAES.

ACTION: Risk Register report on Board agendas for meetings March and July 2020.

Lead: Assistant Principal Business Support Services

40/19 STAFFING

Staffing and HR Matters Update

Report Item 8.1. with Appendix 1 Staff organisational chart, Appendix 2 Staff profile, Appendix 3 Recruitment report

Report Item 8.2. Emergency Business Continuity Plan- Summary for the Board

Lead: Head of Resources

1. WAES organisation chart (Appendix 1) was on the staff intranet: Governors do not have access to this; hence they welcomed seeing this chart.
2. Governors noted ongoing payroll problems with some staff not being paid correctly. The report said that the Principal had escalated WAES's concern with WCC; and the Head of Resources said WAES was working around some of these issues. In response to Governors' questions about what lay behind the problem, the Head of Resources explained that the payroll software was not designed well to meet WAES' payroll needs for education staff in respect to WAES' procedures and timings.
3. Staff profile: The Head of Resources explained that the staff profile as reported was not similar to that of last year because the data from SAP (SAP is the software procured by WCC to replace Agresso) was compiled differently; and, in her view, SAP was of better value to WAES for the staff profile.
4. Recruitment Appendix 3: Governors noted there were still some key positions not yet filled and the efforts in progress to review the posts or make interim appointments or continue to advertise.
5. Staff Wellbeing Committee: Governors noted the range of activities which now appear to be well-embedded in the organisation. The Head of Resources said that that the newly elected support staff Governor, Deen Fahey, was the Committee's designated Champion.
6. New EDI Committee (Equality Diversity & Inclusion): Governors suggested that they would like to have a summary end of year report about it or perhaps sight of Minutes for information later this academic year.
7. Report 8.2 Emergency Business Continuity Plan: A Governor asked whether WCC has a full rehearsal plan which includes WAES. They suggested the Principal might enquire at City Council. The Head of Resources confirmed that WAES has mobile numbers for learners; and WAES can therefore contact most learners by text. Another Governor asked if the Plan took account of cybersecurity; the Head of Resources said it did, in line with WCC guidance.

41/19 GOVERNOR ENGAGEMENT Proposed programme for Spring Term 2

Reports Item 9.1. Governor Engagement and Item 9.2. Schedule of visits
Lead: Assistant Principal Curriculum and Quality

1. The report outlined a programme for Governor engagement this academic year with visits to different areas of WAES. A schedule of offerings for the Spring Term 2 was enclosed. The Summer Term 3 programme would be on offer at the next Board meeting in March 2020.
The Performance Review Committee meetings in March and June 2020 will receive report backs with summaries at subsequent Board meetings with a view to Governors' engagement contributing to the self-assessment of governance at the year-end.
2. The Board welcomed and approved the programme.

ACTION: Governors to sign up for Term 2 activities by 13th December to Mrs Judi Morgan, WAES Executive Support Officer.

42/19 COMMITTEES

1. RESOURCES COMMITTEE

Report Item 10.1.

Draft Minutes of meeting held on 15th October 2019

Lead: Committee Chair, Matt Noble (Chair for this meeting)

Received.

2. PERFORMANCE REVIEW COMMITTEE

Report Item 10.2.

Draft Minutes of meeting held on 12th November 2019

Lead: Committee Chair, Richard Frost

Received.

3. COMMITTEES' TERMS OF REFERENCE

Report Item 10.3.

Lead: Clerk to the Board

Annual review and approval are required under the WAES Scheme of Financial Management. Both Committees had recommended this for Board approval.

RESOLUTION: The Board approved the Committees' Terms of Reference for the year.

43/19 ANY OTHER URGENT BUSINESS

None.

44/19 BOARD COMMUNICATIONS

Governors commented they appreciated receiving the regular weekly staff e-newsletters.

45/19 CONFIDENTIALITY of proceedings and papers to this meeting.

Part of the minutes of the Board's previous meetings were noted as confidential, Minute 35/19.

No other reports or discussions were confidential.

7.55 pm: meeting closed.

Chair

Date