



Westminster Adult Education Service  
219 Lisson Grove, London NW8 8LW

Item 2.  
Board 9<sup>th</sup> July 2019

**BOARD OF GOVERNORS  
MINUTES**

**Meeting held on Tuesday 2<sup>nd</sup> April 2019 at 6.35 pm 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	
Mr Ken Cooper	
Councillor Lorraine Dean	
Councillor Matt Noble	
Mr Tomasz Patzer	
Mr Jordan Phillips	
Ms Sue Saunders	
Mr Arsalan Siddique	
* Dr Samer Taslaq	

In Attendance

Executive Board: 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 Board of Governors

**MINUTES**

**01/19 PRESENT & APOLOGIES FOR ABSENCE / CHAIRMAN'S REPORT**

1. Board: Apology for absence had been received before the meeting from Samer Taslaq.  
Executive Board: The Chairman welcomed Alison Muggridge to her first Board meeting since her appointment as Assistant Principal, Curriculum and Quality.  
Chris Joseph had sent apologies (on leave).
2. Communications with Westminster City Council (WCC)
  1. The Chairman reported that arising from meetings she and the Principal had had with WCC Cabinet Member, Cllr David Harvey, they had agreed a clearer channel of communication with WCC to include circulating WAES Board agenda and papers to the Cabinet Member as well as to the Executive Director Growth Planning & Housing and Director of Economic Development & Regeneration. Governors noted the circulation list at the end of the Agenda.
  2. In addition to regular meetings with WCC (referred to in the Principal's report to the Board about the Strategic Plan and accommodation matters), the Principal had continued to provide briefings for the Cabinet Member on sector issues which impact on WAES, also circulated to Governors.

3. The Cabinet Member had accepted the Chairman's invitation to attend the July Board meeting, which WAES could convene at City Hall (9<sup>th</sup> July 2019).
3. The Chairman called to Governors' attention that WCC was consulting about the future of the Council's libraries; and this had significant import for WAES.

**ACTION**: Circulate WCC libraries consultation to Governors. LEAD: Principal

4. The Chairman said that Dr Samer Taslaq had agreed to look at mental health issues affecting WAES with a view to identifying possible external funding opportunities.

**ACTION**: Principal follow up with Dr Taslaq, report back when timely.

5. Board Membership  
Lead: Richard Frost, Search Committee Chair

1. The Board ratified the recommendation of the Search Committee previously circulated to the Board after the last Board meeting to appoint Jordan Philips and Sue Saunders as Co-opted Governors with effect from this meeting; and recorded that WCC had nominated Tomasz Patzer as a WCC Governor (previously he was a Co-opted Governor).

## **RESOLUTION**

Philip Jordan and Sue Saunders appointed as co-opted Governors; and Tomasz Patzer appointed as a WCC nominee Governor.

2. With these appointments, the five WCC places were filled and four of the six Co-opted places were filled.

## **02/19 DECLARATIONS OF INTERESTS**

None.

## **03/19 MINUTES OF THE PREVIOUS MEETING OF THE BOARD OF GOVERNORS**

Minutes of the meeting of the Board of Governors held on 11<sup>th</sup> December 2018  
Report Item 3

1. The minutes were agreed as an accurate record and signed by the Chairman.
2. Matters Arising not elsewhere on the agenda or in reports to this meeting
  1. Minute 38/18.1 Publication of WAES Board minutes on the website:  
The Clerk reported that this had been set up in conjunction with completion of the Governance homepage on the website; and also that the Governor Portal had been rolled out to all Governors earlier this term

There were no other Matters Arising from the Minutes which had not been actioned or were not on the agenda or in reports to this meeting on 2<sup>nd</sup> April 2019.

## **04/19 REPORT OF THE PRINCIPAL AND HEAD OF SERVICE**

Reports Item 4, Item 4 Appendix and item 4 Appendix B  
Lead: Principal and Head of Service

1. Strategic Plan

The Report said that WAES had been asked by the Cabinet Member to make more overt reference to the WCC “City for All” plan; this direction was agreed by the Board.

The Principal asked for the Board’s authority to proceed with her proposed timetable; which the Board agreed.

**ACTION:** Appendix A Schedule involving Governors. Leads: Principal and Chairman

2. WCC Service Review of WAES

- 1 The Board agreed to delegate approval of the scope of the Review (to be carried out by a WCC appointed consultant) to the Chair and Vice-Chair in view of the imminent end of term. Governors agreed that the Review should consider the new Strategic Plan and also the context that at present, WAES was in the middle of a major staff restructuring exercise which was expected to run until the end of the summer term.
- 2 The Review by WCC had not been in a cycle of planned business; the Board acknowledged it would require significant input from WAES management at a time of major restructuring. The Board asked that the scope for the Review take into account that WAES needs a strategy with WCC to secure future accommodation.

**ACTION:** WCC Service Review of WAES scope and timing to be confirmed.

**Lead:** Principal with WCC officer / Chair / Vice-Chair

- 3 Cllr Matt Noble, one of three councillors for the ward largely affected by the WCC Church St Masterplan, briefly explained for the benefit of the new Governors that the Church Street Masterplan includes provision with associated challenges for housing, health and economic activity. WAES occupies at present part of a building in the northern part of the Masterplan area scheduled for demolition in around 2021-23. The Chairman reminded the Board it took three years to plan and complete the WAES relocation to the refurbished building in Lisson Grove which it currently occupies.
  - 4 SLAs for WAES’ three centres: Governors noted that the slower than hoped for pace of progress by WCC Corporate Services was disappointing; but also that there would be no changes in WCC recharges for the rest of the 2019/20 financial year and no backdating of charges.
3. Positioning and Influencing seminars in the LLLC (London Lifelong Learning Central) programme (described in the Briefing for Cabinet Member by Principal, circulated to Governors): Governors said they would like the full information and attend if possible.

**ACTION:** Inform Governors about the three seminars, noting that “Learning for Social Integration” would be on 9<sup>th</sup> July at City Hall (morning and afternoon sessions). Lead: Principal

4. Funding and Finances

Noted that WAES expected a positive end of financial year position; however, funding will have a 2.5% reduction for 2019/20, mostly relating to WAES’ distance learners falling outside the GLA scope which the EB anticipates will be counterbalanced by over-delivery in other areas this year.

5. Appendix B summary of current sector reviews and consultations, all which have significance for WAES (included in briefing to Cabinet Member for information) Received.

## 05/19 RISK REGISTER

Reports Item 5 and Item 5 Appendix

Lead: Assistant Principal, Business Support Services

1. The Report said that the two risks rated in red (“Substantial to High”) remained as identified last autumn: Government policy in apprenticeship funding and WAES’ Commercial operations. WAES’ response to the first has been continue to work close with WCC to manage current and potential future opportunities; and in response to the second, Governors have already been made aware of the major review being undertaken of the full cost portfolio of course offering for next year. Governors agreed that the simplification of descriptors was helpful.

**ACTION:** Risk Register updated for the Board 9<sup>th</sup> July. Lead APBSS

2. Going forward for 2019-20, the intention was to bring risk assessment into consideration at review points in the business cycle to the key documents: Strategic Plan, QIP, Curriculum Plan and Financial Plan.

## 06/19 STAFFING

Report Item 6

Lead: Head of Resources

1. The Head of Resources added to her report about ongoing and increasingly time-consuming issues with SAP for WAES staff that a possible solution for WCC laptops to be issued for WAES staff who need remote access to certain WCC documents and systems had not been forthcoming. Possible other IT solutions were under consideration but if these were not workable, the Principle would escalate the matter with WCC.
2. The Head of Resources added to her report about part-time tutors not having been paid correctly in February that this had affected about seventy-five staff; and that WAES was asking for compensation for the staff who had incurred additional costs as a consequence. The Head of Resources would keep the Board informed about how this was resolved.

## RESOLUTION

The Board supported the position that any costs incurred to WAES staff through SAP failures be fully refunded to staff and not payable from WAES’s own funds.

3. Appendix Two in Report information about employee and employer contribution to staff pensions (this had been asked for by Resources Committee)  
Received.

## 07/19 RESOURCES COMMITTEE

Lead: Tomas Patzer, Committee Chair

- 7.1. Oral update from the most recent meeting held on 12<sup>th</sup> February 2019  
Report item 7.1
  1. **Fees policy 2019-20:** Committee had approved the policy; changes from previous policy included a clearer refund procedure.
  2. **Staffing restructure:** Committee had approved restructure in the Business Support Services area for support staff; the focus included improving the flow from enquiries to

enrolments with greater clarity in all stages of the learner journey. Consultation with staff was expected to have been concluded by time of the Board meeting on 2nd April.

3. **Management Accounts 2018-19, Period 9 to 31st December 2018:** WAES had achieved at least the minimum 97% in ESFA funded provision in 2017-18 so that no clawback was needed; this contributed significantly to projected end of year surplus of approx £600K which would top up WAES's reserves to about £2.3 m.

The Committee reminded the Board that WAES retains its reserves and that WCC had acknowledged this. The WAES Finance Manager and team were in constant communication with WCC Finance.

4. **Funding:** WAES was in a strong position overall which meant that there was no need for a contingency plan or to accrue funds for a shortfall / clawback. Highlights: ESOL and Graphic Design were doing well in learner numbers; but Basic Skills had the worst underperformance (several factors included poor performances in English and Maths in vocational courses). Apprenticeships had a smaller cohort but a better outturn position than previously.
5. **First draft budget 2019-20** presented a cautious outlook with a recommendation for a break-even position.
6. **Property and facilities** issues including SLAs, which the Committee had looked at in depth, had been summarised in the Principal's report to the Board.
7. **Staffing restructure:** Committee had met immediately before this Board meeting about staffing reorganisation for curriculum staff; they had asked that Governors be kept informed via the regular staff HR bulletins which the Head of Resources would send to staff next term.

**ACTION:** Staff reorganisation in progress; staff e- bulletins also to be sent to Governors. Lead: HR

## **RESOLUTION**

The Board delegated approval of the 2019-20 budget to the Resources Committee meeting on 7<sup>th</sup> May 2019 to meet the WCC deadline. The approved budget would be reported to the Board.

- 7.2. Approved Minutes of Resources Committee meeting 16<sup>th</sup> October 2018 (titled Item 3 Resources Committee 12<sup>th</sup> February 2019)  
Received.

## **08/19 PERFORMANCE REVIEW COMMITTEE**

Lead: Richard Frost, Committee Chair

- 8.1. Oral update from the most recent meeting held on 12<sup>th</sup> March 2019  
Report Item 8.1

1. **Safeguarding:** All Governors now have ID cards.
2. **Quality Improvement Plan 2018-19 update:** Best case scenarios for outcomes in Basic Skills were below benchmarks; this has been an ongoing problem which the EB attributed to how the courses were delivered; Notwithstanding that achievement rates in many areas were on target, the QIP advised caution until these are certain.

**ACTION:** QIP for the July Board meeting (updated after the Next PRC meeting in May) to show a close to year-end position; date of data sign-off to be noted on first page. Lead: APCQ

3. **Quality of teaching, learning and assessment:** Committee was advised of and discussed a significant shift in WAES's policy in this year to assess teaching and learning away from a graded approach to a developmental approach.
4. **Punctuality checks:** Management was making the message clear to learners and staff that there needs to be a sharp, crisp start of classes.
5. **Staff engagement: The** Plan for this year's staff survey would have the input from the Staff Well-Being Group in the hope to improve response rate.

**8.2** Feedback Report from Governor Engagement for information  
(titled Item 8 PRC 12 March 2019)  
Received.

**ACTION:** The Board requested a similar opportunity in the summer term. Lead: APCQ

**8.3.** Approved Minutes of PRC Committee meeting held on 20<sup>th</sup> November 2018  
(titled Item 2 PRC 12<sup>th</sup> March 2019)  
Received.

**09/19 ANY OTHER URGENT BUSINESS**

1. Governors' meeting for self-assessment had been planned for Tuesday 4th June. However, at this point it was not known if the WCC Service Review timetable would affect that. The Chair and Principal would keep the board informed.

**ACTION** Board self-assessment in summer term to be confirmed:  
Leads: Principal, APCQ, Chair, Clerk

**10/19 BOARD COMMUNICATIONS**

1. Planning for events in the summer term had started. The Chairman suggested that Governors send suggestions for external invitees to the APBSS.

**ACTION:** Summer term event planning. Lead: APBSS

**11/19 CONFIDENTIALITY**

The Board agreed that there had not been any confidential business at this meeting.

**12/19 *GLOSSARY OF TERMS*** For Information  
Received.

Meeting closed at 7.50 pm.

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Chair

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Date



**Westminster Adult Education Service**  
**DRAFT ACTIONS from Meeting of the Board on Tuesday 2<sup>nd</sup> April 2019**

	<b>Item</b> Numbering as per agenda	<b>Action</b>	<b>Lead</b>	<b>Status as of 02.07.19 for 9<sup>th</sup> July Board meeting</b>
1	WCC Cllr Harvey and B. Brownlee invited to attend July Board; G. Ward in circulation for Board papers	meeting at WCC office for July Board	Clerk	Cllr Harvey no longer Cabinet Member lead; Chair had informed Board
	WCC consultation on future of Borough libraries	Circulate Libraries consultation to Board	Principal	Information circulated
	Samer Taslaq looking at mental health issues for funding opportunities	Principal / S Taslaq	Principal / S Taslaq	Report back when timely
2	Philip Jordan and Sue Saunders appointed co-opted Governors	Governor on-line modules for safeguarding and prevent	Clerk	Board membership update by Search Cttee chair as needed
4	REPORT OF PRINCIPAL	Strategic Plan: progress schedule in Appendix	Principal / Chair	Completed. Sent to Governors and on website
	WCC Review of WAES	Scope, timing of review to be confirmed	Principal// WCC / Chair / Vice-Chair	Draft Report by WCC consultant 9 <sup>th</sup> July Board agenda
	LLLC programme	Inform Governors about the three seminars, in particular	Principal	9 <sup>th</sup> July Board agenda Attendance and feedback 9 <sup>th</sup> July Board agenda
5	RISK REGISTER	Update for July	APBSS	9 <sup>th</sup> July Board agenda
6	STAFFING SAP incorrect payment in Feb to WAES part-time tutors	HR follow up request costs incurred through SAP failures be fully refunded to staff, not payable from WAES'funds.	HR	Report back when timely
7	RESOURCES COMMITTEE -Staff reorganisation  -Budget 2019-20	Forward to Board the staff bulletins with staffing updates  Board delegated to Resources Committee budget approval	HR  Principal / FM to Res Cttee	Bulletins circulated; Support staff restructure mostly complete; Curriculum staff restructure in progress to end of summer term  Completed 7 <sup>th</sup> May 2019; on Gov Portal
8	PERFORMANCE REVIEW COMMITTEE -Governor Engagement  -QIP and KPIs	Summer term programme  Updated QIP for Board	APCQ  APCQ	9 <sup>th</sup> July Board agenda- Feedback  9 <sup>th</sup> July Board agenda
9	-Governors' self-assessment meeting provisional for Tuesday 4 <sup>th</sup> June	Programme to be decided	Chair/ Principal / Clerk	4 <sup>th</sup> June cancelled- WCC Service review had Governor questionnaire  9 <sup>th</sup> July Board agenda -SAR process for Governors to be decided
10	Events summer term	Invitations started ;keep Governors informed.	APBSS	9 <sup>th</sup> July Board agenda - feedback