



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

ITEM 3
Board 2nd April 2019

BOARD OF GOVERNORS
MINUTES

Meeting held on Tuesday 11th December 2018 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 Arsalan Siddique	
	Dr Samer Taslaq	

In Attendance: Observers: Mr Jordan Phillips and Ms Sue Saunders
 Ms Jane Button (Assistant Principal Business Support Services)
 Ms Jill Jaffray (Head of Human Resources)
 Mr Chris Joseph (Director of Income Generation & External Business)
 Ms Calista Francis (Interim Quality Manager)
 Ms Jane Hadsel (Clerk to the Board of Governors)

MINUTES

30/18 CHAIRMAN'S INTRODUCTIONS / PRESENT & APOLOGIES FOR ABSENCE

1. The Chair welcomed Councillor Lorraine Dean to the meeting as the newly nominated WCC Governor to the WAES Board.
2. The Chair welcomed Mr Philip Jordan and Ms Sue Saunders as observers to the meeting; they have expressed interest in joining the Board and both have met the Principal and the Chair. The Search Committee would follow up with them after the meeting and would keep the Board informed.

ACTION

Follow up Board membership matters. Search Committee / Clerk

3. The WCC Leader of the Council had visited WAES; and had met the Principal and some staff; the Chair said this was the first time the Leader has visited WAES; overall it had been a positive meeting and the Leader endorsed WAES' position to secure suitable accommodation in the future.
4. Apology for absence was received from Richard Frost.

31/18 DECLARATIONS OF INTERESTS

1. None.

32/18 MINUTES OF THE PREVIOUS MEETING OF THE BOARD OF GOVERNORS

Report: Item 3

Minutes of the meeting of the Board of Governors held on 3rd July 2018

1. The minutes were agreed as an accurate record and signed by the Chairman.
2. There were no Matters Arising from the Minutes which had not been actioned or were not on the agenda or in reports to this meeting on 11th December 2018.

33/18 REPORT OF THE PRINCIPAL AND HEAD OF SERVICE

Reports: Item 4, Item 4A Draft Strategic Plan Draft

Lead: Principal and Head of Service

1. Communications
The Principal reminded the Board that as Governors receive the weekly staff newsletter, she would not be reporting separately to Governors on events or announcements in the newsletters.
2. Draft Strategic Plan 2019-2022
The Chairman lead discussion about the purposes of the new the Strategic Plan. It was agreed it should drive the future for WAES' aspirations and shape of its provision (set out in the draft document, headlined WEAS commitment to Community, Careers and Culture); support a robust future accommodation strategy and implementation with the support of WCC; position WAES clearly in the new GLA funding landscape and communicate the mission and values in the context for Ofsted.

ACTION

Governors to send to HoS any comments on the Draft Strategic Plan by 18th December. Strategic Plan launch to take place in January 2019; further details to be circulated.

Lead: HoS / Chair

3. Accommodation
WAES does not have Service Level Agreements (SLAs) in place at present with WCC; however, the work for this had started with WCC Corporate Property Services. The intention was to have SLAs in place for the three sites which WAES at present occupies by the end of March 2019, and therefore for the next financial year. The HoS said there was still considerable work to be done with WCC. The Chairman said that the lack of SLAs had been a concern by WAES for some time; however, the HoS had been successful in raising this with WCC to this point where actions have been set out to clarify current issues which would be relevant for future accommodation needs as well. The Board endorsed the approach taken by the HoS.

ACTION

SLAs to the Resources Committee meeting in February 2019 with the intention to seek Board approval at the April 2019 Board meeting. Lead: HoS / Resources Committee

RESOLUTION

The Board endorsed the approaches outlined to regularise WAES' accommodation agreements and to inform Westminster City Council (WCC) of future accommodation requirements; and also agreed to strengthen Para 2.3 to read as, "*That in the light of the implications of the Church Street Masterplan, the Board seeks formal clarification from WCC regarding the timetable and process for securing a suitable alternative main centre for WAES.*"

5. Funding and Finance
The Board noted the positive position projecting a surplus of around £650K; and that the

Executive Board was utilising resources of about £250K to upgrade IT, classrooms and Teaching & Learning tools. Staff had been consulted about where best to make investments. The Chairman reminded the Board that WAES continues to need to build up its reserves as well.

6. Sector Developments

Teachers' Pensions: (Report para 7.8): In view of the obligation of WAES for contributions and concerns in the sector about the Fund's deficit and increased costs, the Board asked for further information to the next Resources Committee to include an overview of WAES's obligations for both pensions funds (Teachers and Support Staff).

ACTION

Report to Resources Committee on WAES' pensions contributions. Lead: HHR

**34/18 SELF-ASSESSMENT REPORT 2017-18 (SAR)
QUALITY IMPROVEMENT PLAN (QIP)
and KEY PERFORMANCE INDICATORS (KPIs) 2018-19**

Reports: Item 5 (SAR), Item 5A (QIP and KPIs)

Presentation(slides) and discussion at meeting

Lead: Principal and Head of Service

Discussion of headline data and judgements and proposed KPIs:

- "Good" in all categories, noted apprenticeship was "Requires Improvement" last year.
- Apprenticeships aim to close down use of all subcontractors by end of this term.
- Achievement data: 89.6% overall, up last year by 3%. All categories were above the Provider Averages; notwithstanding that Advance Learner Loans (ALL) was above, it was flagged up as an area for improvement.
- Enrolments-all categories were above 2017-18 except ALL with the biggest number increase in Community Learning.
- Strengths: excellent partnerships aligned with WCC's priorities; strong L&M, comprehensive Safeguarding and Prevent (Staff and Governors had all completed training in the year); good outcomes for significant majority; 87% Good or better for teaching and learning observations; good progression; successful volunteering programme, improved tracking of learner destinations.
- Areas for improvement had informed the proposed KPIs and included: SMART target setting for learner outcomes, narrow achievement gap for some ethnic groups, improve outcomes for basic skills, develop learner voice strategy, improve attendance and punctuality.
- Governors agreed that the SAR had correctly identified a number projects special to WAES, including the volunteering programme.
- Destinations surveys; it was agreed further refinement would be beneficial in how data was collected; for example, the survey could include parents of learners with learning disabilities.

ACTION

Governors with any specific comments on the written report were asked to feedback to HoS by the end of term.

RESOLUTION

The Board concluded that the SAR accurately reflected their assessment of the of the Service over the past year.

35/18 GOVERNOR ENGAGEMENT 2018-19

Reports: Item 6 Governor Engagement Programme,
Item 6.1 Schedule January 2019 visits
Leads: Clerk / Chair / HoS

1. A programme for Governor Engagement including updated induction for newly appointed Governors and training and development for all Governors was proposed.

RESOLUTION

The Board adopted the programme for Governor Engagement.

2. A schedule for Governor visits in particular for January 2019 was included. Governors asked what were some typical questions in a 'Meet the Managers' session.

ACTION

Governors were requested to respond by 14th December 2018 to enable their January 2019 visits to be organised. The Interim Quality Manager would circulate a list of typical questions in response to the above query.

36/18 STAFFING

Reports: Items 7 Staffing Matters, Item 7A Staff Profile, Item 7A Appendix,
Item 7B Recruitment
Lead: Head of Human Resources

1. The Report (para 4) informed the Board that a staff restructure was planned to deliver the new Strategic Plan, which would be in two phases to encompass support services (mainly staffing in Learner Experience and Marketing) and Curriculum.

RESOLUTION

**The Board agree to delegate to the Resources Committee (meeting planned 12th February 2019) approval of restructure proposals; the outcomes would be reported back to the Board.
Lead: HoS / Resources Committee**

2. Staff appraisals and performance pay: The HHR confirmed that about one third of eligible staff had been put forward (support staff and course leaders); and that assessment of part-time tutors was in progress following agreement of criteria which, if staff were successful, would mean an increase in their hourly rate (from £27 per hr to £28).
3. Governors asked about the change over to the new managed services for HR and Finance, contracted by WCC and managed by Hampshire County Council (called SAP). The HHR said it was early days as the change had been made this month; there had been considerable time put in by staff in training and familiarisation.
4. WAES Diversity Dashboard report: Received. The HRR said that while this first such report it had been a useful start although some data drawn from Agresso had been incomplete. The hope was that SAP would be better overall, for example, Agresso data had only provided information about support staff pay. A more complete picture would be more informative for staff development.

37/18 WAES MARKETING STRATEGY

Reports: Item 8, Item 8A
Presentation to the meeting for discussion
Lead: Assistant Principal, Business Support Services

1. The Board welcomed this report which made a thorough assessment of the context in which WAES operates, including the other providers / competitors and how WAES at present stands in that marketplace; and it explored a range of opportunities for WAES and set out marketing strategy objectives. The report suggested a number of ways to develop the brand of WAES to reposition the learner experience to an Adult Career Path or an Adult Cultural Life and Well-being Path; and while these are not mutually exclusive, they present different leaning needs and therefore different approaches, curriculum mapping and learner support.
2. The report suggested (page 2) that a significant factor hampering WAES has been that the curriculum has not offered clear pathways for progression; and that despite good numbers of potential learners, enquiries have not been converting to enrolments. Governors endorsed the strategic objectives, the first being (page 6) to recruit more London learners, in particular Westminster residents, aligning with WCC priorities; and discussed how useful growth targets might be. The APBSS responded that the first aim was to maximise the potential already in WAES to more successfully convert enquiries to enrolments. WAES needs to be clearer about its offerings and develop a whole learner journey approach for learners. More learners' stories were more compelling than slogans
3. The proposal called for an assessment of staffing needs; the Staffing paper to this meeting had set out the proposal for considering the staffing structure to deliver the strategic plan and marketing objectives.

38/18 BOARD COMMUNICATIONS

1. Policy proposed for publication of Minutes of Board meetings on WAES website: To upload open minutes (non-confidential) following Board meeting approval on the WAES website.

RESOLUTION

The Policy of publication of minutes on the WAES website was approved.

ACTION

Clerk to liaise with IT and Marketing.

39/18 COMMITTEES

Report: Item 10, Terms of References and Committee membership 2018-19

Lead: Clerk

RESOLUTION

The Board approved the terms of references for the Committees (Performance Review and Resources); and approved the membership of the Committees for 2018-19.

40/18 PERFORMANCE REVIEW COMMITTEE

1. In the absence of the Committee chair, the Chair of the Board orally updated the Board from the most recent meeting held on 20th November 2018.

In addition to the business arising from the PRC meeting already dealt with at this Board meeting (Committees' terms of references, the SAR and KPIs), the Committee had approved the WAES' Safeguarding and Prevention of Radicalisation Policy.

The Committee had also reviewed WAES' Prevent Risk Register; and concluded it showed the substantial work in progress across WAES to implement policy and monitor the policy.

The Committee had reviewed an updated Learner Behaviour Policy, which included greater clarity for dealing with punctuality and attendance.

The Committee had further reviewed:

- Termly Complaints report, they were was satisfied that complaints were being managed in a thorough and timely way.
 - Quality of teaching, learning outcomes from 2017-18; they had discussed that the final percentage of “Good” or better teaching was 87%, compared to last academic year, of 89%. However, the report said that this was a more realistic reflection of current practice.
 - Quality of Apprenticeships; they were informed about measures taken last year and in progress this year to continue to improve apprenticeships outcomes, which while not as good as for the rest of WAES achievement, showed an upward trend from the previous year.
 - Enrolments, attendance and retention to date this year; they were informed that WAES was in a stronger position regarding enrolment numbers, attendance was showing improvement against this time last year and retention as was also better than at comparable times in the past two years. Report said better monitoring processes were in place this year.
2. Approved Minutes of the PRC Committee meeting 22nd May 2018
Report Item 11.1
Received.

41/18 RESOURCES COMMITTEE

1. Oral update from the most recent meeting held on 16th October 2018 from the Committee Chair.
The Committee had approved the WAES Health & Safety Policy.

The Committee had further reviewed:

- Ongoing progress by the Service to establish a clear basis for Service Level Agreements with the Council for the properties WAES occupies at present.
 - The Management Accounts to end of September 2018 showed that WAES was on course to meet the budget expectations of a modest surplus or better.
 - The Funding outturn for 17-18 was looking healthy; ESOL had done especially well.
 - The 2018-19 Funding projections - Advance Learner Loans were an area to be developed this year.
 - The Full Cost provision: they endorsed the EB’s position that the curriculum map should be reviewed for a clear vision of the Full Cost provision.
 - Apprenticeships; they were informed about a more documented process, and that overall achievement against target had improved.
 - The Committee agreed that the Rick Register should come to the full Board meeting (the report to the Committee was still in progress to develop the monitoring mechanisms).
 - The Committee thanked the Finance team and commended the HoS for her involvement with HOLEX and her work in positioning for WAES in the emerging new landscape of adult leaning.
2. Approved Minutes of the Resources Committee meeting 19th June 2018
Report Item 12.1
Received.

42/18 ANY OTHER URGENT BUSINESS

- 1. The Chairman reported that WAES would be representing WCC in the London New Year's Parade on 1st January 2019 (reported in the staff newsletter). This was calling on considerable effort and time by the staff and learners taking part; and that WAES would ask that the commentators be briefed so that WAES would be suitably recognised in the event.

- 2. The Chairman thanked Governors and staff for their contributions to this meeting. Governors agreed that the agenda and reports had given the Board a clearer sense of its priorities, not only in the short term but for a vision for the future to work towards. On behalf of the Board, the Chairman thanked staff for the work and commitment they had demonstrated during the last year, particularly reflected in the SAR as well as at the various events and meetings Governors had with staff and learners.

43/18 CONFIDENTIALITY

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

44/18 GLOSSARY OF TERMS For Information Received.

Meeting closed at 8.40 pm.

Chair Date

WAES Board of Governors and Committees MEETING DATES (Tuesdays) remaining in 2019-20

Board of Governors	2 nd April 2019 at 6.35 pm
Resources Committee	7 th May 2019 at 6.00 pm
Performance Review Committee	21 st May 2019 at 4.00 pm
Resources Committee	18 th June 2019 at 6.35 pm
Board of Governors	9 th July 2019 at 6.35 pm