



The Camden College

WMCC Board 03 April

Minutes (draft approved by Chair)

			Board 03 April
Appointed Governors			
1	Ahsan	Akbar	
2	Kate	Bell	Apologies
3	Barbara	Byrne	
4	Fran	Fahey	
5	June	Jarrett	Apologies
6	Alexi	Marmot	
7	David	Offenbach	
8	Chris	Percy	Apologies
9	Guy	Shackle	
10	Jon	Sibson	
11	Paul	Smith	
12	Paula	Whittle	
13	Julian	Woodfield	
	Helen	Hammond	Principal: ex officio
14	Samata	Khatoon	Apologies
Staff Governors			
	Jean	Esnard	Resignation: 29 March
	Amanda	Blinkhorn	Teaching Staff
Student Governors			
	Hortese	Allen	Resignation: 22 March
	Gerry	Munnelly	Apologies
Officers Attending			
	Charlie	Coles	MIS Director
	Martin	Jones	Vice Principal, Finance /Projects.
	Lisa	Potter	Assistant Principal, Operations
	Maria	Rosenthal	Deputy Principal, Curriculum
	Bill	Barker	Clerk

1.i	<p>Chair’s Welcome and Introductory comments.</p> <p>Guy Shackle (GS, Chair) welcomed everyone to the meeting, saying that he would make some introductory comments at the beginning of the Strategy Agenda Item.</p>
1.ii	<p>Apologies for Absence</p> <p>Kate Bell, Chris Percy, June Jarrett, Gerry Munnelly. Resignations: Jean Esnard (support staff), Hortese Allen (student)</p> <p>Bill Barker advised that he would be organising elections for student governors and for a support staff governor early in the first part of the summer term.</p>
1.iii	<p>Declarations of Interest There were none.</p>
2	<p>Board Membership:</p> <p>Search Committee recommendations: Recruitment: Appointment of new members</p> <p>On behalf of the Search Committee and following a recent recruitment and selection process, GS recommended the appointment of 3 new governors: Fran Fahey, Jon Sibson, Julian Woodfield.</p> <p>These appointments were agreed.</p> <p>Retirement per Articles: The Board noted that two long serving governors would be leaving the Board: David Offenbach – stepping down after this meeting., Paula Whittle - stepping down at the end of December 2019.</p> <p>David Offenbach made a few comments about his 18 years’ membership and his expectation that the College would continue to be well embedded in the Camden community. In this respect he welcomed the fact that WMC had continued to reserve a place on the Board for a nominee from Camden Council, and that it also welcomed applications from further Councillors. He also hoped that the programme of public lectures could be revived: and he looked forward to a future “WMC History” Day to promote the publication of the second volume of the College’s history. He hoped that he would be involved in these activities through “WMC Fellowship”.</p> <p>The Board thanked David for his service (see minutes for end of meeting), and also noted that it would mark the stepping down of Paula Whittle at the end of the year.</p> <p>The Board also agreed the re-appointment of Chris Percy for a second 3 year term.</p>
3	<p>Minutes of December 2018 Meeting</p> <p>These were agreed as a correct record. (there was one correction to change “Bid Local” to “Big Local” at the minute for item 2.1.</p>

	<p>Matters arising not on current agenda. There were none – continuing / arising matters would all be considered as items on the current agenda.</p>
4	Strategy
4.i	<p>Chair’s Update GS noted the changes to Board membership thanking DO for his service and hoping that he would continue his association with the College. He welcomed the new governors to the Board.</p> <p>He commented briefly on the possibility of a merger between Morley College and Chelsea Community College, commenting that coming so shortly after the “area review” mergers, the London scene was now characterised by a small number of college groups combining 3 or 4 GFEs to create corporations each operating through their constituent colleges over a wide area. However there remained a number of independent “stand alone” institutions of which WMC, City Lit and Mary Ward formed a part. He reminded governors that Mary Ward would re-locate to Stratford within the next 3 year period.</p> <p>Furthermore, WMC is located in an area undergoing very significant change (HS2 and contingent urban re-configuration, Moorfields’ move to Camden and continuing developments around Kings Cross – Ted Baker HQ).</p> <p>He welcomed the WMC’s mission as a “familiar beacon in this sea of change”, and suggested also that this would be welcomed by Camden residents, Camden Council, employers and numerous third sector community organisations.</p>
4.ii	<p>Principal’s Update</p> <p>Helen Hammond (HH, Principal) introduced the paper, commenting that many elements were discussed at the recent Strategy Day.</p> <p>The report was in 4 parts:</p> <p>Strategic Plan (SP) Update: HH advised governors of the extensive consultation with College staff planned between this meeting of the Board and the summer meeting of the Board when the SP would be presented for approval. She further advised that the SP set an important overall direction but that it would require monitoring, analysis of progress (per matrix) and periodic updating in consequence. It’s success and usefulness would require “buy-in” of staff, governors and wider stakeholders (learners and the Camden community).</p> <p>Marketing Review: HH advised governors that this was an appropriate time to have a thorough look at the positioning (marketing and branding) of the College. There were a number of factors informing this review, many of them that worked in favour of the College. Chartered Status, Ofsted inspection, environmental / building improvements, the new SP and opportunities to take advantage of the influence that the IALs currently enjoyed with the GLA. The College Mission (Enriching, enjoyable life-long learning) has evolved over the long history of the WMC, and as such should continue to be celebrated in any re-branding, including a change of name. The review would look afresh at the full title of</p>

'The Working Men's College' acknowledging this has both positive and negative associations.

GLA Devolved Funding:

The GLA's devolved funding and commissioning powers come into force from August 2019 and the GLA has confirmed that for the 2019/20 year funding will remain at the 2018/19 cash level (c£4,358k). This initial year's stability will be followed by evolving funding arrangements to ensure that the Skills for Londoners aspirations are met by providers. There will be an increased focus on impacts: learning (qualifications /progression), employment, (into work or within work) and social outcomes (health and well-being, social cohesion and civic engagement). HH was leading for the IALs on a committee with the aim of defining how these diverse outcomes might be assessed and developed into agreed funding principles /metrics.

IALs: National Collaborative Working.

The IALs across the country are working together to promote AE and have developed agreed "terms of reference" and "principles of working". These serve to promote adult and lifelong learning and develop a joint approach to influencing policy whilst maintaining institutional specialisms and longevities.

Ofsted -Education Inspection Framework (EIF)

The new EIF was still under consultation. HH was pleased to advise the Board that the inspectorate seemed to be open to consideration of the particular purpose of IALs and that it was willing to deploy some of its inspectors on placement in IALs as part of a pilot research and training project

Governors welcomed this update and the initiatives that the Principal and other WMC managers were taking There followed discussion amongst governors about marketing and branding.

Governors expressed some concern that the College might spend a lot of money and energy in an attempt to re-brand that could disrupt the "beacon of stability" element of WMC's current standing in the community. PW also advised that over the period of her association with the College there had been a number of occasions when a change of name and branding had been considered: the colouring of the WMC logo had been developed so as to emphasise the multi-cultural mission and reach of the College.

Other governors commented that journalists would always ask what is wrong whenever an institution renamed /re-branded: whilst others reminded the Board of the failed re-brandings of the Post Office as "Consignia": and of the Prudential's failed attempts to rebrand by change of name:..Eastspring / Primerica.

Never the less governors appreciated that a review of the marketing strategy was timely, and noted that any change of name would not occur until 2020/21 and only after consultation with all stakeholder bodies.

Governors recognised that it was important to achieve congruence between name and market positioning: and looked forward to a report in the summer of Carthy's proposals and costs.

Review of Strategy Day and Strategic Plan:

	<p>GS brought the attention of governors to the notes of the recent Strategy Day. Governors looked forward in particular to the formulation of a digital strategy noting that this should take advantage of the continually emerging /organic “free to use” social media platforms. However they noted also that the security provisions of the DPA 2018 (GDPR legislation) would impact on both the digital strategy and marketing proposals.</p> <p>GS also noted that the Estates and Accommodation issues would be subject to discussion as a later part of the agenda.</p>
5	Finance
5.i	<p>Current Year Performance: Management accounts for 6 months to 31 Jan 2019 (Q2)</p> <p>MJ introduced this item advising that the Q2 management accounts had been presented to the FPDC on 21 March where they had been subject to full discussion. They are now presented to the Board for information and consideration of any particular matters of concern and risk as identified in the report.</p> <p>MJ drew the attention of governors to the year to date shortfall on fee income: this was not anticipated to recover to the full year budgeted level and was likely to underperform by c£100k (£600k vs £700k). In addition the adult learning loan fee income was not expected to increase over the next 6 months and in consequence there would be an anticipated short fall at the end of year of £13k. The £80k income contingency is shown as fully allocated in the outturn forecast.</p> <p>He further advised that whilst there remained a risk that the College would not achieve its ESFA contracted delivery volume, there had been significant attempts to attract learners to both existing and additional provision to recover any potential shortfall.</p> <p>Expenditure budgets were in line with forecasts and the staffing expenditure contingency of £50k is not anticipated to be required.</p> <p>In consequence the College remained on course to achieve a full year operating surplus.</p> <p>Governors thanked the FPDC and MJ for this detailed presentation and raised concerns about the fee income projection. BB (Chair of FPDC) reminded governors that whilst the College had enjoyed a recent period of secure cash funding, the continued security of this was not guaranteed (AEB Devolution) and that the cost base would increase (staff pay and TPS contribution increases).</p> <p>ESFA Communications (letter and dashboard):</p> <p>The Board welcomed the letter from the ESFA confirming the College’s assessment of its financial health rating (“outstanding” at the end of 2017/18, changing to “good” for 2018/19 and 2019/20), whilst noting also that the financial climate was unlikely to be without significant challenges in future years.</p>
5.ii	<p>Capital Works: Update.</p> <p>MJ introduced this report which summarised the considerations at both the ESG and the FPDC about cost and programme developments arising from phase 1 (2018) and now incorporated into phase 2 (2019) planning.</p>

	<p>Programme: MJ advised that work had already begun on the initial elements of the 2019 works: these were mainly associated with work in the plant (boiler) rooms and classrooms to prepare them for the installation of the new heating system in 44 Crowndale Rd.</p> <p>The programme has now been re-organised so that the College Reception can remain open over the busy main summer enrolment period in August, all be it with a closure in May over the half term, which is a very quiet period.</p> <p>In the summer of 2019 many WMC activities (taster classes, learner services, administration and management) would be re-located to the Crick Centre.</p> <p>Cost: MJ drew the attention of the Board to the work that had been undertaken in the recent period to identify with more certainty the cost of the 2019 phase 2 works. The FPDC (in March) had accepted a report from the ESG (in January) that the cost of the project was contained within the sum agreed at the Special Board meeting in April 2018. However, these estimates did not include any contingency sums.</p> <p>Contingencies: The proposal now presented to the Board included contingencies of £50k on the contract and £100k held by WMC as a “project” contingency. This was recommended as necessary to mitigate the scale of risks arising (eg asbestos) as a consequence of the nature of the works in a building that was over 100 years old.</p> <p>David Offenbach wished to have recorded his continued opposition to the scale of this project and to its associated cost.</p> <p>Proposal to revise expenditure approval; The proposal was agreed at £2.45M</p> <p>GS advised that the College had measures in place to monitor, and if necessary to intervene, and evaluate programme, quality and cost. He advised the Board that the WMC site was the College’s greatest asset and recommended that governors recognise the need for a continuing programme of interventions (maintenance and investment) so as to preserve the building’s infrastructure and improve the learner environment.</p> <p>The ESG would meet in the early summer to consider how work on an Estates Strategy for the next 10+ years might be developed and presented to the Board for consideration.</p>
6	Standing Items (minutes of Committees)
6.i	<p>Audit Committee:</p> <p>Paul Smith (PS member of the AC) introduced this item in Kate Bell’s absence. He was pleased to remind the Board of the appointment in the summer of 2018 of Scrutton Bland as Internal Audit Service (IAS) providers, and to be able to report that the AC was encouraged by the quality their work to date and with the good working relationship that they and college managers had established.</p> <p><u>External Auditor appointment;</u></p>

	<p>PS advised the Board that the main item he wished to propose was that Buzzacott LLP should be re-appointed as the College's Financial Statements and Regularity Auditor. The appointment would be for an initial period of 3 years subject to annual approval by the Board, and with the possibility of extension for a further 3 years.</p> <p>PS advised that this recommendation was from the AC and was the outcome of a tendering exercise in the course of which 8 firms had been invited to submit responses to the tender. In the event 4 responded and were all interviewed by a panel of College governors, senior managers and the Clerk in February.</p> <p>PS referred members of the Board to the paper from MJ that summarised the process and the presented the recommendation: this made reference to the considerations of the AC as presented in the minutes and to the appended notes of the interviews themselves. He wished to advise the Board that the panel and the AC itself had anticipated that the outcome would be for a change of provider. However, the recommendation was that Buzzacott LLP should be re-appointed, and that this would be with a change lead Partner to Shachi Blakemore.</p> <p>The costs proposed by each tendering firm were very similar with Buzzacott holding 2018/19 costs at 2017/18 levels (£20,640 inc VAT): increases in future years would be in accordance with RPI.</p> <p>Governors approved the recommendation from the AC to appoint Buzzacott LLP as Financial Statements and Regularity Auditor for 2018/19.</p>
<p>6.ii</p>	<p>FPDC:</p> <p>BB (Barbara Byrne, Chair of the FPDC) introduced the minutes of the FPDC of 21 March. She commented that items relating to the management accounts and the building works had been discussed as separate items on the Board agenda.</p> <p>She drew the attention of the Board to the HR and Payroll software tender outcome and subsequent appointment of MHR for the provision and licensing of the iTrent product.</p> <p>The tender for Printing, Copying and was to be tendered through the Crescent Purchasing Consortium with the outcome being reported to the June meeting of the FPDC for decision.</p> <p><u>H&S Policy and Statement:</u></p> <p>This was the remaining item for approval. This had been discussed at the FPDC and was recommended for approval by the Board.</p> <p>Changes to the Policy reflected the transfer of responsibility for H&S to the VP Finance and Projects, and a number of updating amendments to ensure continued regulatory compliance with the testing of fixed wiring and PAT testing requirements.</p> <p>The Policy was agreed: The Board agreed that the Policy Statement should be signed by the Chair and the Principal.</p> <p>BB reported further that the FPDC had considered the Annual Health and Safety Report which was approved. She advised the Board that one member of staff had</p>

	<p>written to the Chair with some concerns about the de-commissioning of the external fire escape at the rear of the building. The FPDC reviewed the advice provided to the College by specialist fire safety advisors and had endorsed the proposals of college managers to de-commission this means of escape.</p> <p>Governors accepted the view of the FPDC that the rear external fire escape should be taken out of service on the advice of specialist advisors that there were sufficient alternative means of escape.</p> <p>The Board noted also that the FPDC had reviewed the Financial Regulations and approved the updating amendments.</p> <p>BB wished to add her particular thanks to David Offenbach for his work for the College on the FPDC over his 18 years of membership. She had inherited a Committee in full command of its responsibilities after his period a Chair.</p>
<p>6.iii</p>	<p>CQSC:</p> <p>Paula Whittle (PW, Chair of the CQSC) advised that the Committee had met on the Monday of this same week of this Wednesday's Board meeting.</p> <p>Quality Improvement Plan 2019 (QIP) There had been detailed scrutiny of the QIP which was approved.</p> <p>Curriculum Planning: The CQSC had considered a detailed paper on the curriculum planning for 2019/20 much of which had been previewed at the recent Strategy Day.</p> <p>Learner Data The Committee considered a set of reports on participation and quality which at this stage of the year did not make possible the job of year on year analysis on a reliable basis. The CQSC was also of the view that without some information about early in year the Committee would have little opportunity to intervene if this was necessary. College managers would return with revised proposals for the presentation of data and commentary at the next meeting.</p> <p>The discussion had also considered the desirability of a wider presentation of data about use of the accommodation so as to inform both the accommodation developments and the range and efficiency of its provision.</p> <p>Lesson Observations. The CQSC had received a detailed report on the 2018/19 programme of lesson observations. The report had confirmed earlier impressions that the introduction of ungraded observations had contributed in a significant way to the development of the whole college culture of welcoming commitment to continual improvement and personal development.</p> <p>Safeguarding. The Committee received an update on Safeguarding and Prevent. This was welcomed with the Committee being able to advise that the College remained in compliance with the statutory requirements of the Counter Terrorism and Security Act.</p>

<p>6.iv</p>	<p>Remuneration Committee:</p> <p>Paula Whittle (who had chaired the Committee) introduced this paper that was included with the Board's papers.</p> <p>Under its fully delegated powers the RC had considered the salary arrangements for the 3 Senior Post Holders (SPHs). The instructions had been sent to the payroll section and paid in January with backdating to September (the same implementation date as for all other employees).</p> <p>AoC Senior Post Holder Remuneration Code: The RC had also considered the AoC's College's Senior Staff Remuneration Code (CSSRC) which had been the subject of consultation with sector colleges, and produced in large measure in consequence of the publicity surrounding some of the remuneration package arrangements in the university and academy - (Multi-Academy Trust) - sectors.</p> <p>PW advised the Board that arrangements for the remuneration of SPHs at WMC were in substance the same as those for other staff, albeit with different procedural requirements. The Code enshrined 3 principles:</p> <ul style="list-style-type: none"> • Fair and Justifiable • Procedural Fairness • Transparency and Accountability (internal and external benchmarking) <p>PW drew the attention of the Board to the explanatory papers, from MJ and the AoC, included as an appendix to the paper.</p> <p>The Code was recommended for adoption with effect from 2019/20, and if adopted, the RC further recommended t that the Terms of Reference of the RC should be changed so as to incorporate its provisions:</p> <ul style="list-style-type: none"> • Chair of the RC cannot be Chair of WMC Corporation • The Committee to present an annual report to the Board on SPHs' pay <p>The Board adopted the AoC's CSSRC and agreed that the terms of reference of the RC should be amended as proposed.</p>
<p>7</p>	<p>Governance: Bill Barker (BB_CL, Clerk) introduced this paper advising governors of the recommendations it proposed:</p> <p>Election of Chair and Vice Chairs (annual business) He advised the he had received written nominations with seconders for: Guy Shackle: Chair Kate Bell and Paula Whittle: Vice-Chairs</p> <p>These were agreed. GS advised that in future years this item would be considered by the Board in the absence of the nominees.</p> <p>Board Self-Assessment;</p>

	<p>The Board agreed that it would participate in a self-assessment process in the early autumn of 2019.</p> <p>WMC Fellows The Board welcomed the update on the WMC Fellows and recently stepped down long-serving governors and agreed that all the persons mentioned in the report should be invited to the Success Evening on July 10.</p>
	<p>Date of Next Meeting: 10 July at 16:30 / followed by Success Evening</p>

Signed: _____ Date: _____