

WMCC Board July 10 2019

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| Appointed Governors | | | |
| 1 | Ahsan | Akbar | Y |
| 2 | Kate | Bell | Apologies |
| 3 | Barbara | Byrne | Y |
| 4 | Fran | Fahey | Y |
| 5 | June | Jarrett | Y |
| 6 | Alexi | Marmot | Y |
| 8 | Chris | Percy | Y |
| 9 | Guy | Shackle | Y |
| 10 | Jon | Sibson | Y |
| 11 | Paul | Smith | Y |
| 12 | Paula | Whittle | Apologies |
| 13 | Julian | Woodfield | Y |
| | Helen | Hammond | Principal: ex officio |
| 14 | Samata | Khatoon | N |
| Staff Governors | | | |
| | Amanda | Blinkhorn | Teaching Staff |
| Student Governors | | | |
| | Romy | Brandeis | Y |
| | Arianna | Carioccolo | Apologies |
| Officers Attending | | | |
| | Charlie | Coles | Apologies |
| | Martin | Jones | Vice Principal, Finance /Projects. |
| | Maria | Rosenthal | Apologies |
| | Bill | Barker | Clerk |

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| | <p>Chair's Welcome and Introduction:</p> <p>GS welcomed everyone to the meeting, and in particular Romy Brandeis newly elected as Student Governor</p> | |
| 1 | <p>Declarations of Interest</p> <p>There were none.</p> <p><u>Apologies for Absence:</u></p> <p>Kate Bell, Paula Whittle, Arianna Caracciolo, Maria Rosenthal, Charlie Coles</p> | |

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| | <p><u>Board Membership:</u></p> <p>The Clerk advised that there were two recently elected student governors joining the Board: Romy Brandeis, Arianna Caracciolo.</p> <p>There remained a vacancy for Support Staff Governor: the Clerk would re-run nominations in Autumn.</p> | |
| 2 | <p>Minutes of 03 April Meeting:</p> <p>These were agreed as a correct record and signed by the Chair.</p> <p><u>Matters arising not on the current agenda:</u></p> <p>At minute 5ii Capital Works Update GS reminded the Board that the overall expenditure approval was for £2.5m from WMC funds, and that it did not include the £200k GLA grant.</p> | Approval |
| 3 | <p>Strategy and College Development:</p> <p><u>Chair's Update:</u></p> <p>GS offered a few observations on his first year as Chair after Tom Schuller stepped down. He commented that it had been an eventful year with the Heating and Ventilation Project over two phases of summer 2018 and for an extended period in the spring and summer of 2019, and its associated difficulties of programming, cost control and operational /logistical constraints. The Ofsted inspection, coming so early in his time as Chair, was not ideally timed, and he was grateful to Tom Schuller for his willingness to help with this and other matters in the early stages. The greatest challenges going forward were likely to be presented by the devolution of the AEB to the GLA and associated funding priorities: in this respect the collaborative work with the other London IALs might become increasingly important and central to the continuing success of Adult and Community Education in London.</p> <p><u>Principal's Update:</u></p> <p>HH introduced her paper thanking GS for his comments and saying that those comments and this short update provided the background to the new Strategic Plan which was reviewed, discussed and then accepted by the board.</p> <p><u>Funding Devolution:</u></p> <p>The most significant development was the devolution of the AEB (Skills and Community Learning) to the GLA: and future funding volumes and priorities. The College was well positioned to bid for growth during 2019/20 for the expansion of work in GLA priority areas (ESOL, and provision for learners "hardest to reach"). The GLA's current outlook is that that increase amounts of funded growth, some of which would match the residual ESF monies, would be awarded over a number of years.</p> <p>Funding devolution does not cover all elements of WMC delivery.</p> | Approval |

Funding grants 2019/20

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| GLA: AEB Formula funded | 1,744,544 | GLA |
| GLA: Community learning | 2,613,787 | GLA |
| YP 16-19 | 164,000 | DfE YP |
| ESFA Adult Education budget | 45,123 | ESFA |
| Total | : 4,567,454 | |

This is almost certain to mean that the College has to manage an increased number of contracts with their associated funding regulations and reporting arrangements.

HH advised the Board of the continued collaboration between, in particular, the London IALs. In London and with devolved funding the proportion /influence of the IALs is enhanced, and presents opportunities not so readily available within a national ESFA funding regulatory system.

2018/19 Funding and Performance:

HH advised that there was a strong possibility that the College would deliver in excess of the AEB formula funded element of the current years' ESFA contract value (£1.744m). The final determination would only be known once the learners' results, which accounted for 20% of the provision's funding, were finalised in the autumn. However the College anticipated that it would be eligible for a payment of 3% - c. £50,000 – of the over delivery.

The College would also be able to return a positive outcome for the use of the £2.6m Community Learning funding stream. Despite anxieties about learner numbers in the first term these had improved in terms 2 and 3 and College Managers were now confident that it would earn the full contract value.

LB Camden Contract:

Camden Council has decided not to renew the contract with WMC for the provision of community learning. This means that the College will lose £246k funding from August 2019.

This will certainly introduce an element of turbulence for a short period. The College proposes to continue to offer the community work previously associated with this contract for 2019/20. This provision is central to the WMC mission and there is a strong possibility that the GLA will fund growth in this area.

The decision to offer this provision without discrete direct funding will be reviewed during 2019/20, and in the absence of future additional funding the College would need to implement a programme of savings so as to return to a balanced budget in 2020/21.

Staff Restructuring:

HH advised the Board of the outcomes of recent re-structuring of the Learner Services and Facilities Teams. Both of these had been planned to improve services to learners and to move staff to enhanced job descriptions with a salary on the AoC pay scales.

Learner Services:

The new structure, which includes two supervisory posts, is now in place and the College has recently been successful in the recruitment of a Director of Learner Services (IAG, Marketing, Events, ALS, Safeguarding, Learner Voice as well as front-line enrolment). The College now has full coverage during all opening hours.

Facilities:

The new structure, which includes a supervisory post, is now in place. The new job descriptions enable the College to have a full facilities team at both Crowndale Rd and Kentish Town during opening hours. Staff working in the Facilities team are now expected to be more pro-active and to acquire a basic building trade qualification

Senior Staff Changes.

(deletion of post of Assistant Principal Operations - APO)

The APO position was newly created in 2015 since when there have been a number of changes to management structures in the College, all of which have been designed to enhance the experience of learners in terms of the curriculum and quality of teaching and learning related support, and in terms of the services (IT, Facilities, and Finance) available to both them and to staff to enhance their more general experience when at WMC. These developments and the creation of the third Director (of Learner Services), no longer require the role of APO.

These changes are illustrated in the Structure Chart at Appendix 1.

Marketing

The College has engaged Carthy Associates to lead a review of marketing, the first part of which has been the re-styling of the course guide with a new page lay-out and suite of photos with learners' comments to promote the offer.

The College held the first of a series of Open Days on 29 June at which there was a steady stream of visitors, and there are two further days planned for September.

The session for Governors to consider marketing and branding strategies and communication channels will be on Thursday 03 October.

Governors welcomed this update noting that their impacts are reflected in the Strategic Plan and that their financial implications are incorporated in the Budget.

Strategic Plan 2019/ 2022

HH introduced the Strategic Plan (SP) that had been developed in consultation with staff and with Governors at the strategy session in March 2019.

This SP develops the "whole college" approach building on the achievements of the 2016 – 2019.SP and providing an integrated central

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| | <p>strategic framework for WMC which coordinates all aspects of the college offer.</p> <p>There are three overarching strategic objectives:</p> <ul style="list-style-type: none"> • Excellence for all • Effective and sustainable • Working together <p>These are developed into strands which form the Strategic Framework against which are set key actions to be taken forward over the period of the Plan.</p> <p>A three year action plan to fulfil the strategic objectives is included as part of the SP. There is also a matrix chart which maps the ongoing college activities and the reporting cycle that measures achievement against the strategic objectives across college.</p> <p>Performance indicators have been identified against each of the three overarching strategic objectives and these will now be developed into specific KPIs for reporting purposes.</p> <p>There will be an annual report to Governors to monitor the action plan.</p> <p>Governors welcomed this new SP and asked a range of questions of clarification. In discussion and in response particularly to a question about anticipated areas of difficulty and risk, HH advised that there are likely to be as yet unknown challenges and opportunities during the three year period of the SP.</p> <p>Governors further welcomed the continuation of commitments to the promotion diversity and inclusion and to improve effectiveness and sustainability. Whilst welcoming and recognising the opportunities presented by increased co-operation and co-ordination between the London IALs governors were assured that there were no plans for structural change (merger).</p> <p>GS summarised the discussion emphasising the significance of developments at Euston (HS2) and Kings Cross and the opportunities they might offer for the development WMC's provision for employers.</p> <p>Governors adopted the Strategic Plan.</p> | |
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| 4 | <p>Finance: Current Year Performance and Outturn Forecast.</p> <p><u>Management Accounts for 9 months to 30 April 2019:</u></p> <p>MJ advised the Board that these management accounts had been presented to the FPDC where they had been thoroughly interrogated. The management accounts also include an outturn forecast.</p> <p>The current position shows a year to date surplus of £416k and an outturn surplus of 142k. However the year end position is anticipated to increase due to an underspend on staffing budgets and the removal of any requirement to</p> | |

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| | <p>allocate the contingency of £50k. In addition the College anticipates the year end position to show delivery in excess of the ESFA contract sum on the formula funded (skills) element of £1.7m. However this will not be known until the autumn once the outcomes for learners are known and the associated 20% of funding calculated. The ESFA has guaranteed to pay up to 3% of any overachievement: (each 1% represents c17k).</p> <p>Governors questioned whether the timing of this additional income for 2018/19 would be recognised in that year, or whether it could be carried forward to 2019/20. MJ advised that it should be allocated to 2018/19, but that its actual allocation would depend on timing, materiality and the view of the financial statements auditors.</p> <p>In conclusion MJ drew the attention of governors to the forecast outturn for fee income of £630k representing a shortfall of £70k against the £700k budget despite fees being held at 2017/18 levels. This, when combined with the shortfall on fees from adult loans can be contained within the 80k income contingency.</p> <p>The commentary on the management accounts included a paragraph on financial risks in which the rating for the risk associated with failure to recruit, retain and develop staff had been raised to reflect current vacancies and the continuing absence of a senior manager. This rating was expected to return to normal as posts are filled and people staff take up their appointments.</p> <p>Governors welcomed this set of accounts noting that for 2018/19, like the 3 previous years, the College was set to make a surplus on operations before recognition of the investment gains achieved in each of the 3 years.</p> | |
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| <p>5</p> | <p>Financial Planning</p> <p><u>College Budget 2019/20 and Financial Plan 2020/2021</u></p> <p>BB (Barbara Byrne, Chair of FPDC) introduced this item advising the Board that the Budget and Plan had been subject of lengthy discussion at the recent meeting of the FPDC. The Budget and Plan are now recommended to the Board. In making this recommendation the FPDC wanted to remind the Board of the recent history of outturn budget surpluses and history of “outstanding /good” Financial Health: and in particular she wished to advise governors that:</p> <ul style="list-style-type: none"> • The budget for 2019/20 was set at a deficit of £134k • The main driver for this was the proposal to continue to deliver work at the core of WMC’s mission, which for the last four years had been funded by LB Camden. • The second year budget 2020/21 returns the College to a balanced budget. • That during 2019/20 there would be reviews of the budget strategy and that if the income assumptions of GLA growth funding and Teachers’ Pension Grant consolidation, beyond the 11 month period currently guaranteed, were not forthcoming the 2020/21 expenditure budget would be rolled back. | <p>Approval</p> |

- In recommending this budget the FPDC was fully aware the setting of a deficit budget might attract some additional scrutiny from the ESFA.

MJ further advised that the full governing body was required:

- to approve the Budget and Plan, and
- to authorise the Accounting Officer (Principal) to verify that the Board had adopted these,
- to confirm that it had reviewed and endorsed the 24 months cashflow,
- that it had reviewed and approved the commentary (and in particular the College's assessment of its financial health category over the 3 year period of the Budget and Plan (2018/19, 2019/20 and 2020/21), and
- that in so doing it had regard to the financial planning checklist which was included with the papers presented to the Board.

The Board noted that during the 3 year period the College's Financial Health was consistently "good", albeit that some of the constituent elements were outside the College's range as defined by the Financial Objectives. In particular the Board noted that for 2019/20 the financial health score dipped to 180 which although still "good" was below the College's own objective of >200.

MJ advised the Board that the principal driver of the 2019/20 deficit was a proposal to continue to fund work that had for the recent period of four years been separately funded by LB Camden. This proposal is presented on the basis that if replacement funding cannot be secured within 2019/20, it will be discontinued for 2020/21 and that in consequence the income and expenditure budgets for that year would be brought back into balance.

Other drivers of increased expenditure were the annual cost of depreciation - as a result of the capital project - and the ongoing cost of the restructuring of some service areas and the assimilation of or appointment of additional curriculum managers on more competitive AoC salary ranges. These were all anticipated to improve the learner experience, and increase learner numbers and so to build in learner satisfaction and reputational enhancement resulting from the Heating and Ventilation Project.

Governors recognised that this strategy, with the second year recovery, was reliant on considered and well founded assessments of growth funding and of the continuation of full TP grant.

Governors scrutinised the assumptions that informed the increase of income from the GLA: this was predicated on the GLA's strategy (Skills for Londoners) which included priority for ESOL and funding for learner hardest to reach.

Governors welcomed this overall approach, whilst also placing some weight on the assurances that there were opportunities during the year to drawback from its spending commitments.

In response to a question about incorporation of the spending implications of the Strategic Plan into the Budget and Plan, HH advised that these were factored into the budgets.


GS endorsed the recommendation of the FPDC, commenting that the College was well placed (Ofsted "good" and Financial Health "good") to invest in growth.

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| | <p>He also cautioned that he was prepared to adopt the unpalatable option of cutting provision for 2020/21 in the absence of funded growth.</p> <p>The Budget and Financial Plan 2019/2021 were adopted.</p> <p>The Accounting Officer was authorised to sign and forward all relevant documents as listed above to the ESFA.</p> | |
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| <p>6</p> | <p>Estates</p> <p><u>Heating and Ventilation (H&V) Project Update</u></p> <p>MJ introduced this update referring to the June and July Project Manager's reports from Fusion and to their appended QS (financial) attachments. In summary the project was progressing well with good use having been made of the Easter holiday period and the recent half-term break. In consequence the Crowndale Rd Reception facility can remain open for enrolment and learner enquiries throughout the summer.</p> <p>The cost remained within limit (£2.5m funded by the College) approved by the Governing Body in April 2019. The overall cost was now anticipated to be £2.59m which is supported by a £200k grant from the GLA.</p> <p><u>Domestic Hot Water:</u></p> <p>MJ referred to the reports from Fusion which identified that during works to date the robustness of the domestic hot water pipes has been discovered to be compromised. This was made clear when a leak occurred in an area subsequently found to contain asbestos. The College has made available hot water in limited areas whilst the main system is disabled and an "options appraisal" commissioned. This report once agreed and accepted will evaluate a full range of both gas and electrical powered systems, and distribution and storage options.</p> <p>In the meantime the Board was re-assured that a limited temporary system had been put in place and the College continued to be compliant with health and safety requirements.</p> <p>MJ advised the Board that only limited further temporary works could be undertaken in the summer (arts department and basement toilets) to extend the local point of use solution.</p> <p>The Estates Group would continue to advise the FPDC and the Board on the options and their cost.</p> <p><u>WMC Plus / GLA Capital Bid</u></p> <p>MJ reminded the Board that the College had taken advantage of a second tranche of GLA capital funds being made available under its "Skills for Londoners" programme, and had submitted a proposal ("WMC Plus") for the development of the Open Learning Centre (OLC), the Library and the Maurice Hall so as to improve the facilities available to learners to support or showcase their learning outside of formal class sessions. The GLA had made available a sum of £550k on condition of a college 2:1 matched contribution of £1.1m.</p> | |

| | <p>The Board was now asked to accept this capital grant and to proceed with the associated works by prioritizing the OLC works in the first phase.</p> <p>The Board agreed to accept the GLA Skills for Londoners' capital grant.</p> <p><u>Estates Strategy – developments.</u></p> <p>GS thanked Alexi Marmot (AM, Chair of the Estates Strategy Group) for her continued work and guidance of this group. The commissioning of an Estates Strategy would be considered in 2019/20 for delivery in 2020/21 once the current H&V capital project was completed and the works on WMC Plus were more fully planned and programmed.</p> | | | | | | | | | | | |
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| <p>7</p> | <p>Standing Items</p> <p>Reports and Minutes from Committees – introduced by Committee Chairs</p> <p>The Clerk (Bill Barker, BB_CI) advised that each of the Committees had reviewed their terms of reference as detailed in the minutes of each meeting. This practice had been introduced as a result of an “added value point” suggested by Scrutton Bland (SB), the College’s internal audit service provider, as part of a recent audit assignment. He would in the summer circulate a set of Committee terms of reference as agreed by the Board.</p> <p>7.1 <u>Audit Committee: incl revised Terms of Reference.</u></p> <p>In the absence of Kate Bell, Paul Smith (PS) introduced this item. He drew the attention of the Board to the proposed changes to the terms of reference advising that introduced no fundamental changes.</p> <p>He also summarized the outcomes of the most recent internal audit assignments (below) and the IAS Plan for 2019/20:</p> <table border="1" data-bbox="292 1310 1246 1585"> <thead> <tr> <th>IAS Assignment</th> <th>Opinion</th> </tr> </thead> <tbody> <tr> <td>Capital Project</td> <td>Strong</td> </tr> <tr> <td>Risk Management and Governance</td> <td>Significant</td> </tr> <tr> <td>IT Infrastructure</td> <td>Reasonable</td> </tr> <tr> <td>Learner attendance, retention and progression</td> <td>Strong</td> </tr> </tbody> </table> <p>PS advised that the IAS Plan for 2019/20 had been considered at the Committee, and in the presence of SB, in detail and in relation to the risk represented by each risk on the Register and an assessment of the work under way or planned in each associated area.: This approach should generate optimum value from each assignment.</p> <p>The Board thanked PS for this report and agreed the changes to the terms of reference.</p> | IAS Assignment | Opinion | Capital Project | Strong | Risk Management and Governance | Significant | IT Infrastructure | Reasonable | Learner attendance, retention and progression | Strong | |
| IAS Assignment | Opinion | | | | | | | | | | | |
| Capital Project | Strong | | | | | | | | | | | |
| Risk Management and Governance | Significant | | | | | | | | | | | |
| IT Infrastructure | Reasonable | | | | | | | | | | | |
| Learner attendance, retention and progression | Strong | | | | | | | | | | | |
| <p>7.2</p> | <p><u>FPDC: incl revised Terms of Reference</u></p> | | | | | | | | | | | |

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| | <p>BB introduced the minutes of the Committee, advising that much of the business considered at the meeting had already been discussed as earlier parts of this Board agenda.</p> <p>The only change to the terms of reference referred to the incorporated of a limit of £150k to the spending authority of the Committee. This addition had been reported to the Board in April and was now presented for formal approval.</p> <p>The GDPR suite of policies had not been reviewed as planned because of the absence due to ill-health of the MIS Director, who was also the College's Data Protection Officer (DPO). The Board was assured that the day to day and essential preparatory MIS and DPO duties were being covered, but that developmental work was not currently being progressed.</p> <p>BB advised the Board of the progress on implementation of the HR and payroll software (iWork) which was progressing well albeit with slight, but not critical, delay. The College had purchased an Escrow facility so as to ensure that in the event of the Failure of MHR Trent (the provider of iWork) there would be continuity of services to staff.</p> <p>The Tender for the provision of copying, scanning and printing (multi-functional devices –MFDs) was in progress under the regulatory (EU compliant) regime of the Crescent Purchasing Consortium. The recommendation of supplier for the College would require FPDC Chair's action between meetings so as to avoid delay in implementation and deployment..</p> <p>The Board thanked BB for this report and agreed the changes to the terms of reference.</p> | |
| 7.3 | <p><u>CQSC: incl Revised Terms of Reference</u></p> <p>June Jarrett (JJ), who had chaired the meeting in the absence of Paula Whittle who was not well, reported on the meeting and introduced the minutes.</p> <p>The terms of reference of the Committee had been updated to reflect current practice and emphasis: this had not required any fundamental change to the work of the Committee but had brought to greater prominence the responsibility to monitor the risks in the remit of the Committee and to provide assurance to the Board that the College was continuing to comply with the statutory provisions of the Counter Terrorism and Border Security legislation (Safeguarding and Prevent). The main focus of the Committee remained the same; to ensure that the College offered a relevant curriculum and that teaching and other learner support services were of high quality. The role of the Committee in respect of the Learner Voice was given greater prominence in the amended terms of reference.</p> <p>The CQSC determined that the College continued to be compliant with its statutory obligations in relation to the Safeguarding and Prevent regulations.</p> <p>The Committee had discussed a comprehensive paper about the curriculum and quality improvements planned for 2019/20, but noted that that in the absence of the MIS Director, the data and statistical evidence was embedded in the report rather than being presented as a separate dedicated appendix.</p> <p>JJ drew attention of the Board to the important role of the "link governors" and encouraged all members of the Board to become involved through attendance</p> | |

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| | <p>in particular at the autumn meeting of the CQSC on 02 December where the main item would be the SAR.</p> <p>The Board thanked JJ for this report and agreed the changes to the terms of reference.</p> | |
| <p>8</p> | <p>Governance</p> <p><u>Review of Standing Orders:</u></p> <p>The Clerk will discuss proposals with Chair and Vice-Chairs and Principal, and circulate to governors in advance of formal approval at a meeting.</p> <p><u>Committee Membership 2019/20</u></p> <p>This would remain unchanged – except for the finalization of memberships for the new Appointed Governors.</p> <p>The Student Governors would join the CQSC.</p> <p><u>Meetings 2019/20</u></p> <p>A schedule of meetings for 2019/20 was circulated</p> <p>The Clerk advised that the meeting to consider the Marketing Strategy on October 3 was for all governors.</p> <p><u>Cycle of Business 2019/20</u></p> <p>This was included with the papers available at the meeting and would be circulated to all governors in the summer.</p> <p><u>Board Self-Assessment – advance notice</u></p> <p>The Chair and the Principal would consider how best to do this so as to assess performance and consider how to enhance the value added, strategic guidance and strengthen statutory and regulatory compliance.</p> | |

Signed:  Date: 11/12/2019