

## MINUTES OF THE BOARD OF EALING, HAMMERSMITH, AND WEST LONDON COLLEGE

<b>Date</b>	24 January 2022	<b>Time</b>	17.00
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<b>Venue</b>	Meeting held remotely via Zoom
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<b>Chair</b>	Ian Comfort
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**Members:** Ian Comfort; Karen Redhead; Callum Anderson; Haitham Dakka; Jess Da Silva; Robin Ghurbhurun; Jake McClure; Phillip Kerle; Shawez Mir; David Paine; Jon Roe; Christopher Saul; Debbie Stephenson; Chris Taylor; Maria Vetrone; Peter Whitehead.

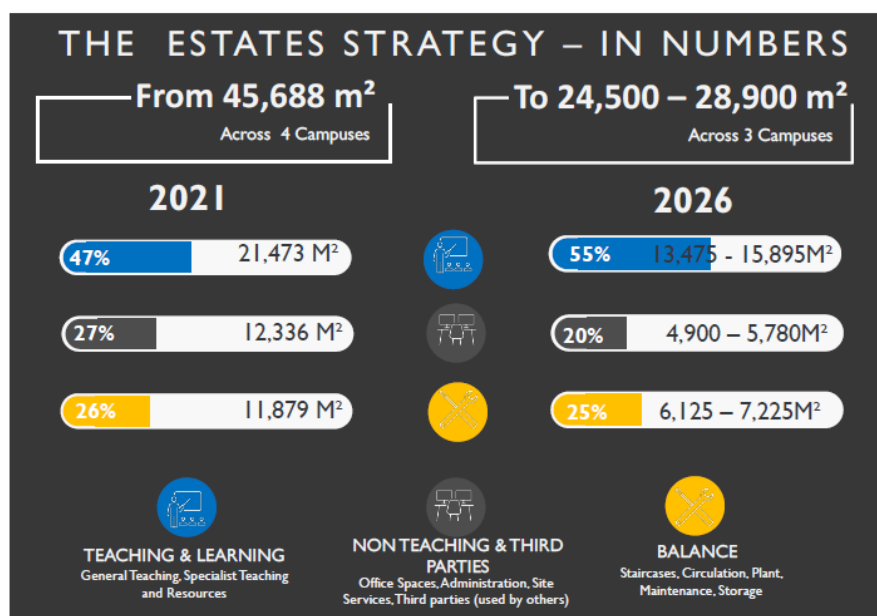
**In attendance:** Anil Nagpal (Chief Operating Officer); James Taylor (Deputy Principal Curriculum and Quality); David Warnes (Deputy Principal Strategy, Planning and Communications); Richard Eastmond (Executive Director of People and Organisational Development); Chris Nixon (Director of Student Services and Safeguarding), Ra Hamilton-Burns (Governance Advisor)

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<b>1</b>	<p><b>Welcomes and apologies for absence</b> Apologies had been received from:</p> <ul style="list-style-type: none"> <li>• Ian Comfort</li> <li>• Shawez Mir</li> <li>• David Paine</li> <li>• Maria Vetrone</li> <li>• Jess Da Silva</li> <li>• Haitham Dakka</li> </ul> <p>It was noted that Hilary Macaulay had resigned on 14 January 2022 and Najia Jamali had resigned on 15 January 2022.</p>
<b>2</b>	<p><b>Declarations of interest</b> Phillip Kerle noted that he is a governor at Orbital South Colleges and a director of Capital Talent Box Limited (a subsidiary of EHWLC)<sup>1</sup>.</p> <p>There were no other declarations of interest.</p>
<b>3</b>	<p><b>Minutes of previous meetings</b> <b>Minutes of 14 December 2021</b> The Board reviewed and accepted the minutes of the meeting of 14 December 2021.</p> <p><b>AGREED: THE BOARD AGREED TO ACCEPT AND APPROVE THE MINUTES OF THE MEETING HELD ON 14 December 2021</b></p>

<sup>1</sup> <https://www.esc.ac.uk/Orbital-south-colleges>

<p><b>4</b></p>	<p><b>Matters arising</b> Ra Hamilton-Burns gave a summary update of the matters arising from the meeting on 14 December 2021:</p> <table border="1"> <tr> <td data-bbox="188 405 260 607"> <p><b>1.</b></p> </td> <td data-bbox="268 405 1241 607"> <p><b>5.3.i College Operational Plan 2021-22</b></p> <ul style="list-style-type: none"> <li>RHB to ensure new governors are able to access the live dashboard</li> </ul> </td> <td data-bbox="1249 405 1453 607"> <p>This is being set up and details will be forwarded when available.</p> </td> </tr> <tr> <td data-bbox="188 618 260 909"> <p><b>2.</b></p> </td> <td data-bbox="268 618 1241 909"> <p><b>5.4 College Self-Assessment Report .</b></p> <ul style="list-style-type: none"> <li>JT to bring the QIP to the January 24 Board meeting.</li> </ul> </td> <td data-bbox="1249 618 1453 909"> <p>A meeting is now set for February 8 to discuss this and it will be forwarded for electronic review and resolution.</p> </td> </tr> <tr> <td data-bbox="188 920 260 1043"> <p><b>3.</b></p> </td> <td data-bbox="268 920 1241 1043"> <p><b>7.3 Outline DfE repayment proposal</b></p> <ul style="list-style-type: none"> <li>AN to circulate the draft repayment plan and governors to respond in a short-time frame as there is a deadline.</li> </ul> </td> <td data-bbox="1249 920 1453 1043"> <p>Completed on 23/12/21</p> </td> </tr> <tr> <td data-bbox="188 1055 260 1346"> <p><b>4.</b></p> </td> <td data-bbox="268 1055 1241 1346"> <p><b>9.1 Risk management report and risk register</b></p> <ul style="list-style-type: none"> <li>AN to review the risk of a poor Ofsted report</li> </ul> </td> <td data-bbox="1249 1055 1453 1346"> <p>This was done and an email sent to confirm that this risk is covered on the risk register discretely.</p> </td> </tr> </table>	<p><b>1.</b></p>	<p><b>5.3.i College Operational Plan 2021-22</b></p> <ul style="list-style-type: none"> <li>RHB to ensure new governors are able to access the live dashboard</li> </ul>	<p>This is being set up and details will be forwarded when available.</p>	<p><b>2.</b></p>	<p><b>5.4 College Self-Assessment Report .</b></p> <ul style="list-style-type: none"> <li>JT to bring the QIP to the January 24 Board meeting.</li> </ul>	<p>A meeting is now set for February 8 to discuss this and it will be forwarded for electronic review and resolution.</p>	<p><b>3.</b></p>	<p><b>7.3 Outline DfE repayment proposal</b></p> <ul style="list-style-type: none"> <li>AN to circulate the draft repayment plan and governors to respond in a short-time frame as there is a deadline.</li> </ul>	<p>Completed on 23/12/21</p>	<p><b>4.</b></p>	<p><b>9.1 Risk management report and risk register</b></p> <ul style="list-style-type: none"> <li>AN to review the risk of a poor Ofsted report</li> </ul>	<p>This was done and an email sent to confirm that this risk is covered on the risk register discretely.</p>
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<p><b>5.</b></p>	<p><b>Estates strategy</b> Peter Marsh and Eliana Linares joined the meeting at 17.10 and gave a presentation which had been circulated in advance of the meeting. The presentation covered:</p> <ul style="list-style-type: none"> <li>The analysis of the estates</li> <li>Curriculum review</li> <li>Future Estate – space availability and requirements</li> <li>Travel to learn</li> <li>Options</li> <li>Costs</li> <li>Opportunities and risks</li> <li>Next steps</li> </ul>												



Karen Redhead reminded the Board that the whole process leading to this Estate's strategy presentation had been very detailed and had been drawn to a close to meet a deadline. It had necessarily made some assumptions that had been reviewed and agreed to be appropriate.

Peter Marsh commented that 60% of the EHWLC estates is in operable condition. From his perspective, particularly at Hammersmith, the College is working in some of the worst condition buildings in the FE sector in London. The strategy is to move the College by 2026/27 to a position where all of the estate is fit for purpose or mostly fit for purpose.

There was discussion about the space utilisation at the College and the report by campus. Governors asked if practising teachers were involved in the discussion about if rooms were functional. Peter Marsh explained that his team carried out the analysis and they are ex-teachers, and the results were validated by both Terry Stevens and the Executive Team.

Governors asked if Levels 1 and 2 for arts and media would be based in Ealing. It was confirmed that, where there are specialist facilities such as in media, the whole curriculum area would be based there. Where there is sufficiently distinct provision, this will be run on one campus to avoid duplication. Karen Redhead said that according to Vector<sup>2</sup> EHWLC is no longer the largest provider for 16-18 in the Ealing borough. The provision needs to be built up in collaboration with the schools.

Governors asked why some SSAs have no data and it was explained that the College currently has no provision in these areas. Peter Marsh said that it is important to show all the SSAs as the ESFA and FE Commissioner will review the Estates strategy and it's important to demonstrate a complete review.

Peter Marsh presented the options for the consolidation of the Estate and the evaluation criteria used to weight them all. Option 6b scores first at 86.4 with option 5 second at 85.7. He noted that there are a substantial number of options with over 75 points.

- The preferred option is a three-sites with Hammersmith as a new build whilst Southall and Ealing would have adjusted estates.

<sup>2</sup> [Vector - RCU Research & Market Intelligence, Further Education & Skills Sector](#)

- Hammersmith would have an area of around 8,900 as a new build or 13,200m as a refurbishment.
- In the refurbishment option, half the site would be mothballed or used for other purposes.
- The costs are slightly higher for the refurb at £51m against £44m for a new build.

	Existing	Scenario 1 Refurbishment	Scenario 2 New Build
Area (m <sup>2</sup> )	26,522	8,968	13,153
SGLH	1,094,390 (2020/21)	1,135,031	1,135,031
Utilisation Rate	9.8%	30%	44%
Cost	£0	£51m	£44m

Ra Hamilton-Burns commented that an additional floor in a sports centre and a change of provision would have a potential VAT reclassification and a cost to the College.

Peter Marsh had explained that the team had researched the time to travel data and concluded that this alone, led to the conclusion that it was not in keeping with the College's vision, values, and mission to serve its local communities. Governors asked what the impact of the commute length might be on learners and staff and discussed the costs to individuals in monetary and other terms. The view was that the removal of any of the three sites would impact travel time so significantly that no further research or evidence was required.

Governors asked what work had been done to assess the environmental impacts of the refurbishment model versus the new build at Hammersmith. Peter Marsh responded that a large number of projects that he delivers are refurbishment projects, and the company is a passionate advocate on refurbishing where possible. However, the College needs to put the learner at the centre of the decision and accessibility, longevity and quality of provision should be taken as a primary concern. Over the next fifty years, building a structure of an appropriate size which is 40% smaller than the existing site would be far more environmentally friendly. There will be significantly less carbon used to run a new building. Additionally, there is the consideration that if there is no room, new housing will not take place which also has an environmental impact.

The members also asked how moving the curriculum to specific sites might impact on the commute time? Peter Marsh said that there is not current data on the impact on learners. The team is aware that the current proposed closure of Park Royal may lead to some learners who currently attend that site not relocating to Southall, but new, other learners may enrol. This question would need to be answered for learners at Ealing and Hammersmith and this work has not been done yet. Karen Redhead said that there won't be any relocation of vocational areas to other campuses as they will stay where they are in most instances.

Governors asked why the travel time was used as the bus and not the tube. It was asked that the travel methods and times be clarified to understand the students experiences. Debbie Stephenson suggested the bursary information may inform this.

Governors asked if the times are the commuting times between the points on the map and what it would look like in terms of the actual location of students and staff. Peter Marsh said that this diagram is simplistic but is based on the assumption that it will balance out between learners. The College has

heat maps that have been used for developing the strategy. They cannot be attached to the document as it is a live tool

Governors asked if PMA had looked at the comparative running costs for the options of refurbishment versus new build. Some benchmark data is available from the Department for Education (DfE). It was agreed that this will be also included to inform discussions going forward.

**ACTION: PM TO INCLUDE OPERATING COSTS AND KILOWATT HOURS WILL BE INCLUDED IN FUTURE REPORTS.**

Karen Redhead said that the Board needs to consider if the College can deliver its mission if it closes one of the campuses. The SLT considers that this is a risky thing to do as the College serves three communities which are very different from each other. Learners are unlikely to travel to another campus. She advised that it would be appropriate to focus on the set of options outlined.

Governors asked if developments in future learning technology are likely to reduce or change the need for physical teaching space. Peter Marsh said that this had been considered but that there are counter pressures such as increased GLH from 540 to 580 and T level learners are asked to be on site even longer than has been the norm. Therefore, it is not expected that there will be a reduction in area. There is also a point that more of a reduction will be hard to achieve planning or community buy-in. Board members pointed out the dichotomy in the assertion that delivery had been demonstrated to be effective during lockdown but also the claim that there is not likely to be a reduction in space requirements going forward. Karen Redhead said that the growth projections are modest to take account of changes in delivery of provision which may make space utilisation more efficient.

Peter Whitehead commented that he had concerns about the travel to learn data as some of the most disadvantaged learners have the most difficult journeys. He will pass old data on calculations on inaccurate room utilisation undertaken in a previous study to Karen Redhead

Governors also asked if anything had been built into the cost of the new build to cover temporary location of learners during the build. This had yet to be calculated.

***Jake McClure left the meeting at 18.30***

Peter Marsh said the team had also looked at reconfiguring the plans for the Hammersmith site and have some proposals for adjustments to make more effective use of the space. There is scope for considering mixed use options and for obtaining more value from the site.

There was discussion about potential funding models and sources of the different options. The schedule illustrated an indicative timescale that, if commencing in 2022, would run until 2026-27 or possibly 2027-28.

Peter Marsh presented an outline of some of the opportunities and risks.

PMA would rather take another six weeks to consider feedback from the Board and the Executive team and include this in a final Estates Strategy to be signed off in March and thinks the FE Commissioner may endorse this.

Governors asked if the current issue with the listing at Hammersmith had been resolved. This is the key strategic risk which would threaten both of the options should the outcome not be as desired. It would be desirable to have a contingency plan should this scenario occur. Peter Marsh said that the

planning application should address why the refurbishment is not the correct answer in all situations irrespective of the listing. The Board asked that some mitigating actions with scoring be produced.

Phillip Kerle thanked Peter Marsh for his presentation.

***Peter Marsh and Eliana Linares left at 18.54.***

**6 Whole staff pay review**  
Anil Nagpal presented the pay review and outlined the following proposal:

- 2% pay award, backdated to 1st August 2021 for all staff members whose full-time equivalent salary is up to £45,000
- A commitment to meet with Unions no later than the beginning of April 2022, to meaningfully discuss pay and the options available for real terms consolidated pay awards for 2022/23 and beyond
- To accredit as a London Living Wage employer and adjust the salaries of any staff member currently below this limit
- Workload - to set up a joint working party on the issue of workload, stress, health & wellbeing with a view to agree strategies and actions to reduce staff workload
- Wellbeing - we have invited both Unions to join a group facilitated by MIND to draw up a College policy on Mental Health and Wellbeing
- To move the 135-support staff on 37 hour/ week contracts to 36 hour/week. This means 87 have a one hour/ week reduction and 48 have their fractional contracts adjusted which represents a circa 0.6% salary increase
- Hybrid working for teaching staff for their non-contact time
- Additional one day for all staff for volunteering and social action in the community
- Agency staff: we have recently introduced two new higher rates for LSA staff. CTB associates who are successful in applying for the 38 roles will be offered College contracts
- The College recorded positive conversations regarding lesson observation practice and policy and recognition of the need to resolve timetabling issues
- The College has committed to reviewing the pre-2016/ post 2016 contract

Anil Nagpal confirmed that this outlines the net impact but confirmed that if there is no additional revenue it would be an impact on the bottom line, but this could be offset by potential restructuring. Karen Redhead reminded the Board that since the College submitted the summer CFFR, the College income has already increased, this will be made clear in the monthly management accounts.

Governors asked if the College is expecting to come within the 65% tolerance pay to income tolerance ratio and noted that the current rate is 63%. Karen Redhead confirmed that the Executive Team knows it has a target to perform within the KPIs, has a good track record for achieving these and would expect that to be the case again this year.

The Board asked what percentage of staff fall in the under £45k and how do those who don't fall in this category feel? Karen Redhead said that a small number are above the threshold. Those that are close to this will not have had a pay award for a long time and are disappointed. Governors asked how the threshold had been selected. The HR department had done some modelling that included affordability constraints and looked for a natural point in the structure that would include basic lecturers as a gauge. There are also support staff on different grades.

Governors asked if there is a danger that the College might lose some more experienced staff if they are not awarded a pay rise. Karen Redhead said that it is difficult when working on constrained budgets, but it is not uncommon in FE to target lower paid workers for salary increases. The AoC senior

staff pay survey allows some accurate benchmarking. The middle manager level is more problematic to gauge, and the College looks at local advertising for guidance. The Board noted that the College tends to pay in the upper quartile for managers.

Governors commented that having a cut off point seemed to be sensible and focusing on the lower paid is appropriate. They asked if the College looks at the effect of this proposed pay award on particular groups of protected characteristics and if any groups were advantaged or disadvantaged as a result of this decision. Karen Redhead said that this had not been considered as it was decided purely on the lower earners in the organisation. The College recognises that this is not a sustainable strategy to have such a cut-off point as it does not take into account those who have not received a pay award for several years. 2% is quite respectable in comparison to other colleges but they have been making awards in recent years where the EHWLC has not. Karen Redhead advised that the College should plan for 2% awards for the next couple of years to match local colleges.

The Board asked if there are any particular groups who should have had particular consideration despite being above the threshold. KR responded that in general the protected characteristics are less represented the higher up the pay bands you go.

Peter Whitehead said that the staff believed that those not picked up by this pay award will be picked up in pay negotiations beginning in April 2022. Karen Redhead confirmed that the College has committed to starting negotiations for next year at this time. Governors asked if there might be a situation where those awarded a pay award would leapfrog those already over it. This was not the case.

The reduction in contracted hours for support staff has a small positive pay impact as pay will remain the same whilst hours are reduced.

It was suggested that there should be an area on Board coversheets for the impact and equality for future reports. This was agreed.

**AGREED: THE BOARD AGREED THE PROPOSED PAY AWARD AND ADJUSTMENTS AS OUTLINED.**

**11 Any other business  
Estates working group**

Phillip Kerle outlined a recommendation from the Search and Governance Committee on 18 January 2022. The minutes are with the Chair for approval and will come to March Board meeting.

- That the Committee is recommending that a working group which is a subset of the current FGP Committee be established to deal with time limited estates matters.
- For the immediate future this will focus on the exit of Park Royal site
- Members are recommended as: Jon Roe, Chris Taylor, Karen Redhead, Anil Nagpal and Phillip Kerle, Ian Comfort
- Other Board members may be invited to join the group as the project timeline and needs progress

**AGREED: THAT THE BOARD AGREES THAT A WORKING GROUP FOR ESTATES BE CREATED WITH THE FOLLOWING MEMBERS FOR A TIME-LIMITED PERIOD, IN THE FIRST INSTANCE OF 12 MONTHS: JON ROE, CHRIS TAYLOR, KAREN REDHEAD, ANIL NAGPAL AND PHILLIP KERLE. IAN COMFORT**

<b>12</b>	<b>Meeting evaluation</b> Governors commented that the estates presentation had been very informative. They added that it had been well chaired and a good meeting.  <i>The meeting closed at 19.00</i>
<b>13</b>	<b>DATES OF NEXT MEETINGS</b> <ul style="list-style-type: none"><li>• Tuesday 29 March 2021 at 18.00</li><li>• Tuesday 24 May at 18.00</li><li>• Tuesday 28 June at 18.00</li></ul>

Draft