

07/08

**City of Westminster College**  
**Annual Review**



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# City of Westminster College

## The Year in Review 2007-08

### Statement of Educational Character and Mission

City of Westminster College is the major provider of post-16 education and training in the borough of Westminster. Established in 1903, the College has five centres in Westminster, located in Paddington, Maida Vale and Queen's Park, and including the Cockpit Theatre, a fully operational studio theatre.

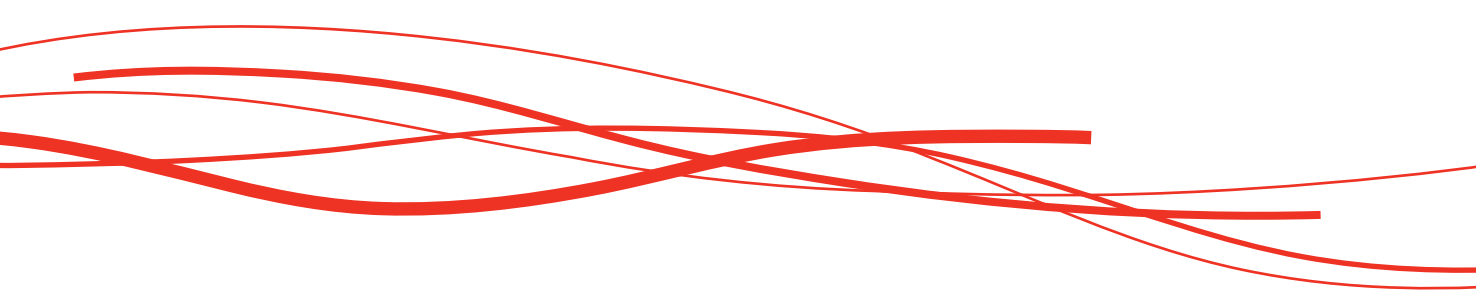
City of Westminster College provides around 250 full-and part-time education and training courses to over 7,000 students every year.

The College has the following mission statement:

"City of Westminster College will provide the best possible education and training opportunities to enable all our learners to achieve their potential for life and work. We will equip them to contribute to social, economic and cultural development at a local and national level."

City of Westminster College's continuing strategic aims are to:

- Establish and promote high levels of achievement for all learners.
- Ensure learning and teaching of the highest standard.
- Provide and deliver a relevant and challenging curriculum that meets learners', industry and community needs.
- Ensure learners have the appropriate guidance and support to meet their individual needs.
- Create a culture of continuous improvement with leadership and management of the highest standard.
- Maintain and secure the College's financial stability, making the most effective use of available resources.





## Foreword by Chair of Governors

On behalf of the Corporation, I am very pleased to present the City of Westminster College Annual Review for 2007-08, which was a particularly significant and successful year for the College.

2007-08 was a year of excellent student achievement with the overall success rate increasing by 4% to 73% and more of our learners progressed to Higher Education than ever before. The quality of teaching and learning is constantly improving but we also want to provide the very best teaching and learning environment for our staff and students. It's a vital element of our future and we are aiming high.

Throughout the year, we made significant progress towards completing our ambitious property strategy. Over the Christmas break, the College moved out of the Paddington Green Centre and into its temporary new Paddington Basin Campus with the minimum of disruption to students and staff. £4m was spent on refurbishing the facilities at the Paddington Basin Campus to create a comfortable and contemporary learning environment for our learners until the College moves into its new world-class building in two years time. A further milestone was reached towards the end of the academic year, when the College successfully secured the final approval of the Learning and Skills Council's (LSC) National Capital Committee for the construction of the new Paddington Green Campus. In agreeing a grant of £87m towards the £102m cost of the project – the largest in London – the Committee praised the project as a 'flagship' for the Further Education sector. During the summer of 2008, Westminster City Council granted planning permission and Committee members congratulated the College on its 'inspirational choice of architects' – the award winning Danish practice, *schmidt hammer lassen* – and welcomed the 'fantastic public scheme'. It is heartening that these two organisations understand and support our aspirations and I believe that this new world-class educational building at Paddington Green will not only provide exceptional facilities for our students and staff but will send strong messages about the importance of vocational education and skills training.

Change, whether externally or internally driven, requires major commitment and flexibility from everybody within an organisation and thanks are due to the members of the Governing Body who lead in driving change, to our professional, dedicated teaching and support staff as well as to our management teams who all continue, through their collective and individual efforts, to improve the lives of so many students.

As you look back on 2007-08 in this Annual Review, we are looking forward to 2008-09 and beyond to ensure that City of Westminster College continues to aim high and push boundaries as a leader in the FE sector.

Jude Boardman  
**Chair of Governors**



## Principal's Message

2007-08 was an exciting and rewarding year for City of Westminster College. It was a year of major change and one that posed many challenges, but I am pleased to report that 2007-08 was one of our most successful years in our long history.

Change is a constant within the Further Education sector, particularly in a time of national economic uncertainty. Throughout the year, I continued to undertake a number of organisational developments to build on our strengths and to ensure that the College would be in a position to manage significant changes whilst maintaining the increasing levels of student achievement. The Christmas move to our temporary Paddington Basin Campus was a massive achievement and I would like to thank all of the staff involved in getting the College up and running in such impressive style. It was a superb effort by many people and showed the College operating at its best. Looking ahead to when we move into our world-class new Paddington Green Campus, I have also this year initiated a major multi-strand development and communication project, 'Building our Future', to lead on the key elements of organisational change leading up to this move into our new building.

At the same time, success rates across all our curriculum areas increased for the fourth consecutive year, Students performed well in all areas of the College's provision; two thirds of the College's A Level courses had a pass rate of 100%, 80% of students completing the BSc in Clinical Physiology were awarded First or Upper Second degrees. We achieved a pleasing modest operating surplus of £214k and we increased our economic cost recovery activity by 71%. London Training Dynamics, the Train to Gain consortium which the College leads, was recognised as the most successful Level 2 performer in London and had a first full year turnover of £2m. The College also opened a new Construction Skills Centre at the Paddington Basin Campus in 2007-08. This brand new training centre, equipped with modern facilities, machinery and tools for construction-related courses, is the only centre in central London (North of the Thames) to offer construction courses.

So for us at City of Westminster College, 2007-08 was yet again another hugely successful year and we are already looking forward to completing the next stages of our important journey over the coming years. Education is a creative enterprise and the College is full of incredibly talented and determined individuals, both staff and students, many of whose successes we celebrate in this Annual Review. I hope that you enjoy reading it.

Robin Shreeve  
**Principal and Chief Executive**

# Summary of Key Achievements in 2007-08

## A great year ... and even greater future

- Overall success rates rose by 4% to 73%; the fourth year of sustained improvement.
- An increase of 10% of students progressing to Higher Education than in the previous year.
- Increase of 71% in economic cost recovery activity.
- Turnover of approximately £28 million.
- Operating surplus of £214k achieved.
- 100% pass rate in approximately two thirds of A Level courses.
- First full year of the College's Train to Gain Consortium – London Training Dynamics – with an annual turnover of £2 million.
- Investors in People approved status maintained.
- Successful transfer of teaching provision and headquarter functions from the Paddington Green Centre to the new temporary Paddington Basin Campus with the minimum of disruption to learners.
- First ever National Vocational Qualification (NVQ) Awards Ceremony to celebrate student success.
- Memorandum of Understanding between the College and DET International was signed to collaborate over training and workforce development for the London 2012 Olympic Games.
- First ever Conflict Awareness Week which was highly regarded by students, staff and governors.
- Progression agreements signed with the School of Oriental and African Studies (SOAS) as part of the 'Focus on Higher Education' scheme.
- Major multi-stranded development and communication project, Building Our Future, launched to support the significant organisational change leading up to the move to the new Paddington Centre in 2010.
- Construction Skills Centre opened at the Paddington Basin Campus.
- Secured the final approval of the Learning and Skills Council's (LSC) National Capital Committee for the construction of the new Paddington Green Campus, one of the largest capital build programmes in the country.



## The College of the Future

City of Westminster College is taking forward an ambitious scheme for the redevelopment of its Paddington Green site to create an £85m world-class new campus in the heart of Westminster, with cutting-edge facilities to support the College's extensive and growing range of vocational and academic courses.

In September 2007, the College secured the lease of temporary alternative accommodation in North Wharf Road, less than 200 metres from its Paddington Green site. In December 2007, following a £4 million programme of adaptation and refurbishment of the facilities, the College transferred teaching provision and headquarter functions from the Paddington Centre to the new temporary Paddington Basin Campus for two years while the new Paddington Centre is constructed. The move was completed over the Christmas break 2007 to keep any disruption to teaching and learning to a minimum.

The Paddington Basin Campus was officially opened in March 2007 by MPs Karen Buck and Mark Field. The MPs, who represent City of Westminster College's two local constituencies, performed the ribbon cutting ceremony before taking a tour of the facilities and meeting students and staff. "The Paddington Basin Campus looks spectacular. City of Westminster College has done a tremendous job to create a comfortable and contemporary learning environment," said Karen Buck.

The temporary campus in North Wharf Road is sited in former school buildings that have been extensively refurbished at a cost of more than £4 million. Upgraded facilities include a combined Learning/Open Access IT Centre at the heart of the main building, improved student recreation spaces, extended provision for construction-related courses and new colour-coded signage for the whole campus. These innovative features will be carried across to the College's new Paddington Green Campus, a landmark building currently under construction. "There is increasing demand for higher level skills in the workforce as London, and the UK as a whole, competes in a global economy. This ambitious redevelopment programme of Paddington Green Campus provides a unique opportunity to create an impressive platform for these skills in the heart of London," said Mark Field.

The vacant Paddington Centre site was handed over to the chosen demolition team on 28 January 2008 and by the end of July the site had been cleared, ready for the main contractor, Verry Construction.

The Learning & Skills Council gave its final approval at the end of July 2008 for the construction of the new Paddington Green Campus. The College's proposed new Campus, designed by Danish architect *schmidt hammer lassen*, is the striking centrepiece of a wider £107 million project to rationalise and upgrade all of the College's facilities. This was made possible by a grant of £87 million from the Learning & Skills Council and is the largest such project it has approved to date. "The very best teaching and learning environment is a vital element of our future and a new world-class educational building will not only provide exceptional facilities, but will send strong messages about the importance of vocational education and skills training", said College Chair of Governors Jude Boardman.

In managing the property strategy processes the College has consistently followed industry best practice in terms of its corporate governance and appointment of consultants and other partners through its Property Steering Group (PSG). The PSG has met approximately every three weeks throughout the academic year 2007-08 and is accountable to the Finance and General Purposes Committee. The PSG's membership comprises the Chair of Governors and a second governor, the Principal, the Deputy Principal and other specialists and advisors as and when required.



*View of the new Campus from St Mary's Gardens*



*View of the new Campus from Church Street*



## Student Success

Students had better results in 07-08 than ever before, and the College achieved an overall success rate of 73%, exceeding its target of 71%. This was the fourth year of continuous improvement in overall success rates. The College's increased targets for retention and attendance rates were achieved in 07-08 with an average retention rate of 88% and an average achievement rate of 82%.

In 07-08, participation rates on full-time programmes at Level 1 increased for the third consecutive year. Success rates at Level 1 improved significantly to 78%, which was an increase of 16% from the previous year and exceeded national averages. This improvement followed a substantive review of supplementary language programmes at Level 1 and the implementation of the College's 'At Risk Strategy'. Success rates at Level 2 also improved in 07-08 with an increase of 7% from the previous year to 79%.

Excellent value-added scores were maintained for the College's A Level provision and both the 'Language, Literature & Culture' and the 'Science & Maths' A Level programmes achieved results well above the challenging national minimum levels of performance set at 75%. Almost two-thirds of A Level courses – including Biology, Economics, English Language, Law and ICT - showed a 100% pass rate among students. Chemistry and Maths were among the subjects at A Level that achieved a student pass rate of 90% or more. Overall these results show an improvement on the College's very solid performance in 06-07 and are particularly pleasing because they reinforce the College's already excellent track record in the teaching of core sciences, Maths and English. Positive residual scores for students studying on AS / A2 programmes indicated that value-added remained amongst the best for sector colleges in London.

The College achieved an average A-C pass rate of 66% for all GCSE programmes – placing it above the national average. There were exceptional A-C pass rates in many core curriculum subjects, including English Literature, with a pass rate of 81%, and Statistics, with a pass rate of 79%.

Success rates for long programmes for adult learners continued to improve in 07-08. In particular, adult learners studying at Level 3 achieved excellent results and had an overall success rate of 70% (an increase of 3% from the previous year). Overall retention rates for adult learners in 07-08 increased by 3% to 85% despite many more learners having to pay substantial fees for programmes.

In 07-08 the gap between differentiated success rates by gender for 16-18 year old learners closed, with only a 2% difference between males (success rate of 70%) and females (success rate of 72%). For adult learners the gap is 3% between males and females although the position is reversed with males having a success rate of 73% and females having a success rate of 70%. This, in part, is due to the improved success rates of short and very short courses where the majority of learners are male. In terms of ethnicity, a range of activities targeted at black Caribbean learners, together with the implementation of the College's 'At Risk Strategy' resulted in an improved success rate of 75% for this cohort. Mixed ethnicity and dual heritage learners had also been identified as a target cohort for improvement strategies and success rates at Level 1 improved significantly for them from 61% in 06-07 to 75% in 07-08. Black African learners at Level 1 also had excellent success rates of 78%.

There was much to celebrate in provision which fell outside the remit of either the Learning and Skills Council (LSC) or Ofsted (post-16). The BSc in Clinical Physiology is nationally recognised for its excellent provision and, in 07-08, 80% of completing students were awarded First or Upper Second degrees. The range of economic cost recovery work provided by the College to industry and commerce is significant, and the College's Pupil Referral Unit for excluded school pupils is highly valued by the Local Education Authority and regularly receives positive feedback from Ofsted.

### Here are the stories of just four of our students from 07-08.

**Khulud Omar, 17**, from Islington not only achieved an A grade in A Level Arabic, but was ranked among the top ten nationally (out of 762 Arabic candidates) with exam board Edexcel. Her achievement is all the more remarkable because she was an evening student. She planned to return to the College in September 2008 as she is part way through her BTEC in Business and her GCSE in English.

*"I'm interested in studying International Business at university so this result makes me very happy."*



**Pedro Testi, 21**, from Westminster was a native of Brazil who originally enrolled at the College to study six GCSEs, a feat he managed in just one year despite having limited English at the start of his course. He stayed on at the College to take A Levels in Biology, Chemistry, Maths and Physics, working part time throughout. Pedro was accepted at Queen Mary College and planned to start his degree in Biomedical Sciences in the autumn of 2008.

*"This College is very good. My advice to other students is to never give up."*

**Irina Drytchak, 18**, from Hammersmith studied the BTEC National Diploma in Performing Arts and graduated in July 2008. Her enthusiastic and hard-working attitude resulted in the highest possible award of three Distinctions. Irina was offered a place at Bournemouth University and planned to go on to work in theatre and radio.

*"I really enjoyed my time at City of Westminster College and the second year was particularly challenging as we learned how to prepare ourselves for the next step."*



**Yusuf Said, 20**, from Westminster completed his BTEC National Diploma in Business in 07-08, achieving the highest possible grade. Yusuf accepted a place at the University of Westminster to study Property Management and was amongst the first in his family to study for a degree.

*"I worked very hard throughout the two years of my BTEC and eventually I want to work in the business sector."*

# Annual Student Awards 2007-08

City of Westminster College celebrated the hard work and talent of its learners at its Annual Student Awards.

The ceremony was held at the College's Cockpit Theatre, and Olympic silver-medal winning diver Leon Taylor delivered the keynote address. Leon knows the power of determination, as he and his partner Peter Waterfield secured Britain's first diving medal in 44 years at the 2004 Athens Games. Leon has gone on to become a motivational speaker and mentor to members of the British team.

Speaking of the Student Awards Leon said: "I was inspired by success story after success story on the night. Many congratulations to all the Award Winners but also to all City of Westminster College students who have overcome adversity and succeeded."

The Awards audience were also treated to a performance of 'Something Inside So Strong' by a 20-strong choir of staff and students from across the College's five centres.

## Student Award Winners

The 18 student award winners who excelled in their particular area of study.



### Faculty of Business & Community Studies



Mohammed Ali



Fartun Sharif Hussein



Layla Sharif Ali



Christopher West



Roksansadat Bahreinpour

## Faculty of Culture, Media & Sport



Irina Drytchak



Stephen Wess



Mark Fisher



Jenna Wolford

## Faculty of Science, Humanities & Management Studies



Edward Kargbo



Yusuf Said



Asqlan Pirzada



Elaine Stockings



Bassie Turay



Shereen Zaki

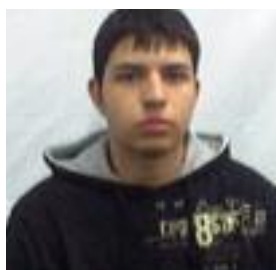


Laura Boggi

## Faculty of Technology



Marc Crompton



Nikolay Spasov



Remi Gouriou



Mohammed Jamil Uddin

## Governors' Award



Rakayda Callender

## Students' Council Award



Debbie Lyons

Further details of our award winners are available from City of Westminster College's website – [www.cwc.ac.uk](http://www.cwc.ac.uk).

## 2007-08 - Highlights

In September 2007, the College secured the lease of temporary accommodation in North Wharf Road. Over the Christmas break 2007, following an upgrade and refurbishment of the facilities, the College transferred teaching provision and headquarter functions from the Paddington Centre to the **new temporary Paddington Basin Campus** with the minimum of disruption to learners.

Paddington Basin Campus was formally declared open by local MPs, Mark Field and Karen Buck, in early March 2008. Speaking at the opening ceremony, Karen Buck said: "The Paddington Basin Campus looks spectacular. City of Westminster College has done a tremendous job to create a comfortable and contemporary learning environment."

In April 2008, the College held its first **National Vocational Qualification (NVQ) Awards Ceremony** to celebrate student success. Awards were presented to 25 learners from companies including British Gas, Greenwich Local Labour and Business and Imperial Hospitals. The NVQ Assessment Centre has been operating for over 20 years offering qualifications in Advice and Guidance, Business Administration, Customer Service, Learning and Development, Management and Assessor and Verifier Awards all at levels 2-4. The Centre currently works with around 100 learners who are at all different stages in their NVQs and come from different industry sectors including charities, companies and health and education providers.

**A Memorandum of Understanding** between the College and the Department of Education and Training (DET) International of the new South Wales Government was signed in September 2007 to signal an intention between both parties to collaborate over training and workforce development for the London 2012 Games. DET International was the official training provider for the Sydney 2000 Games and has subsequently worked in Athens, Beijing and Turin on the management of major events. The memorandum signing was followed up by a seminar in the Mayor's Parlour at Westminster City Hall on the impacts and opportunities of Olympic Games with special reference to training and workforce development.

In November 2007, the College signed **progression agreements with the School of Oriental and African Studies (SOAS) of London University and the Linking London (HE) Network** as part of the 'Focus on Higher Education' scheme. The scheme aims to encourage students with no family background of higher education to consider university as an option and help them to improve their levels of attainment and commitment to education.

A multi-stranded development and communication project, **'Building our Future'** was launched in April 2008 with an event at the Cockpit Theatre. The project will support the significant organisational change which will take place in the two-year period leading up to 2010 and the move to the new Paddington Centre.



Students on the BTEC National Certificate in Sports Coaching and Development programme worked with Arsenal Football Club to promote children's reading. The students delivered exciting storytelling sessions at libraries as part of their work placement. The sessions were part of a **National Literacy Trust scheme called Kick Into Reading**, which aims to provide positive role models for reading to stimulate speaking and listening skills among youngsters.

City of Westminster College NVQ student, Randa Jichy, won an award at the **Adult Learners' Week Awards** for 2008. Randa studied for her NVQ Level 3 in Business Administration and was nominated by her NVQ Manager, Cynthia Garnett, because of her outstanding hard work and motivation.

In July 2008, the second **Staff Awards Ceremony** took place at the Cockpit Theatre to celebrate the achievements of the College's members of staff. 10 awards were presented to individual staff members and groups of staff to recognise excellence in teaching and learning, customer service, student support and promoting diversity.



In June 2008, City of Westminster College successfully secured the **final approval of the Learning and Skills Council's (LSC) National Capital Committee** for the construction of the new Paddington Green Campus. In agreeing a grant of £87m towards the £102m cost of the project, the Committee congratulated both the College and the LSC London Region on their achievement to date in bringing the scheme to this point and praised the project as a 'flagship' for the LSC and for the Further Education sector.

2007-08 was the first full year of the Train to Gain Consortium, **London Training Dynamics**, led by City of Westminster College. The Consortium was recognised as the most successful Level 2 performer in London with an annual turnover of £2 million.

2007-08 was a highly successful year for the **Students' Council**, which saw the election of a second student governor to the Governing Body, the management of a 'Slammin' Out' Talent Showcase to mark the demolition of the Paddington Green Centre and the organisation of the College's first ever 'Conflict Awareness Week', which was highly regarded by students, staff and governors.



**London Mayoral candidate, Brian Paddick**, visited the College in the run up to the Mayoral elections in May 2008 and participated in a Question Time event organised by students in the Faculty of Culture, Media and Sports. Issues covered in the session ranged from transport and affordable housing to crime and improving opportunities for young people. Students also asked what could be done to ensure politicians and government incorporate young people's views into policy. The invitation was extended to both the Conservative and Labour candidates for mayor, however neither was able to attend.



## The Learner Voice

City of Westminster College and its Corporation firmly believe that listening to learner views and involving learners in assessing and shaping their own learning experience will have a significant and effective impact on developing the College's quality improvement processes, increasing student success and developing students as effective citizens in the wider community. The College is committed to:

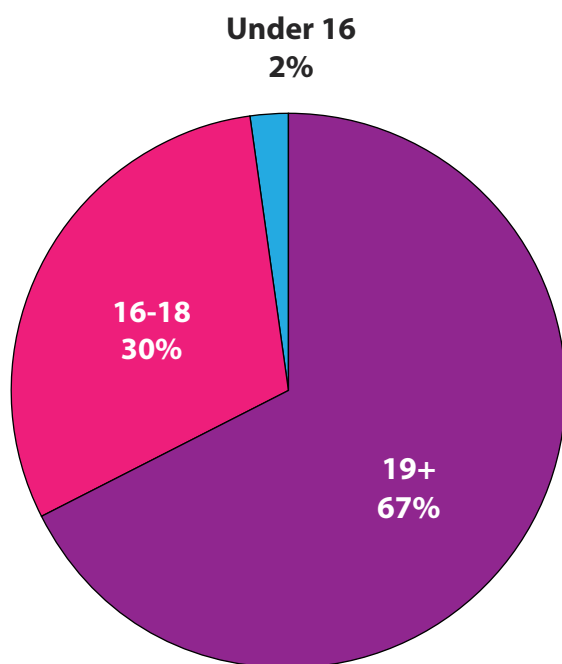
- Listening to learners and acting on their feedback.
- Involving learners in the decision-making processes that impact on their learning environment.
- Providing resources and support to enable learners to represent themselves effectively.
- Supporting learners in all aspects of their college experience.
- Reporting back to learners on how their views have been listened to and acted upon.
- Regularly reviewing the way the learner voice procedures to make further improvements.

07-08 saw significant developments in the Learner Voice. The structure of the Student Council was further developed and student representation at Governing Body level increased. The Focus Group and feedback system was refined and plans for 08-09 were put in place to involve course representatives more fundamentally in the feedback and quality involvement cycle. Training of course representatives was undertaken. Enrichment activities increased and the Student Council was pro-active in promoting a range of learner safety activities, including some highly successful workshops on gun and knife crime.

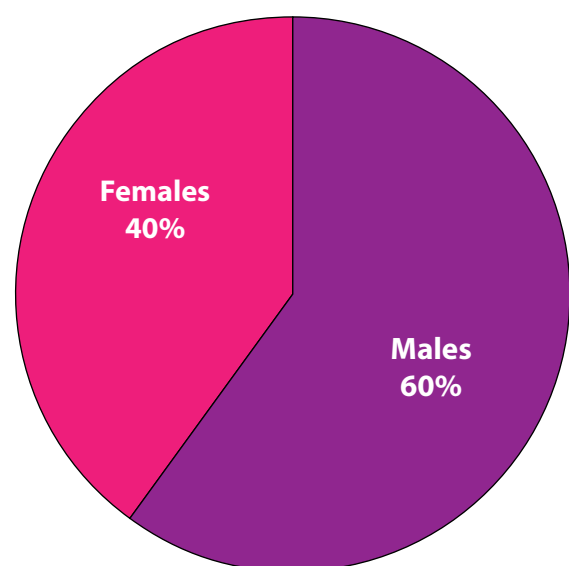


# City of Westminster College Students

- In 07-08, City of Westminster College educated and trained 7,731 students of whom 40% were female and 60% were male.
- 30% of these students were aged between 16 and 19 years, with the majority studying on a full time basis.
- 67% were aged 19 years and above, most of whom followed part-time courses.
- Approximately 250 students from local schools followed vocational taster courses, an increase in numbers compared to 06-07 when 211 learners were enrolled.
- Another 40 young people excluded from school attended the College's Pupil Referral Unit as part of the College's 'Education Otherwise' programme with Westminster City Council.
- 73% of the College's students are from minority ethnic communities with Black African learners forming the largest single minority ethnic group. Many learners (around 15%) self identify as 'Any Other' and this includes a substantial cohort from North Africa, the Middle East and the Eastern Mediterranean.
- Approximately 45% of the College's students have a first language other than English, with major other first languages being Arabic, Bengali, French, Spanish, Somali and Farsi. A further 54 other first languages are spoken.
- 23.5% of the College's students reside in Westminster. 9.3% are from the neighbouring borough of Brent. Camden residents are the next highest grouping with 6.6%. Overall, 85.8% of our students live in London Boroughs.



**Age Profiles**



**Gender Profiles**



# City of Westminster College Partnerships

## Working with employers

In 07-08 the College continued to build on the successful partnerships it has developed with various key local employers and employer-facing organisations. Examples include Metronet, Imperial College Health Care Trust, Portobello Business Centre and Paddington Development Trust. It further developed the range of employer engagement models across the curriculum, including work experience placements, coaching, consultation on course planning and design, input into seminars, day-release and customised training. The College is a Centre for Vocational Excellence in Digital Media Technology, providing training for companies and their employees in industry-related skills in new technology and digital media arts. In addition, the College responded to the challenge of national and local steers to be demand-led, enhance contributions from employers and re-align provision in light of reduction of funding for adult learners by:

- Taking the business decision to convert as much residualised (i.e. not fundable) provision as possible to full cost recovery but continue to run programmes in areas such as LLDD (Learners with Learning Difficulties and/or Disabilities), ESOL (English for Speakers of Other Languages) and homeless where there were significant social equity priorities.
- Successfully bidding for a range of LSC contestable funding streams.
- Building on our successful Train to Gain consortium with partners from private and public training providers.
- Establishing effective working relationships with a range of Skills Broker organisations in London.
- Successfully delivering NVQ Assessment and Verification qualifications to range of employers/employees.
- Leading the development of the innovative Group Training Scheme for apprenticeships.





## Working with schools

The College has well-established links with a range of schools, including Special Schools, in Westminster and the surrounding boroughs. It is an active member of Westminster's 14-19 Sixth Form Partnership, ensuring that Westminster pupils have access to as broad a curriculum offer as possible in years 12 and 13. The College delivers a highly regarded "Education Otherwise than in Schools" programme for all Westminster's excluded year 10-11 pupils (approximately 40 annually) and delivers an Increased Flexibility programme offering accredited vocational programmes to year 10 and 11 pupils, as well as more traditional vocational 'link' courses on demand.

In 07-08, the development of the Construction Skills Centre meant that the College was able to offer programmes in Painting and Decorating and Carpentry to local schools. The College works very closely with Westminster City Council to ensure that our offer reflects the needs of the secondary sector.

## Working with universities

City of Westminster College has associate college status with both the University of Westminster and Middlesex University. A BSc Clinical Physiology is validated and largely funded through Middlesex University, with Foundation Degree programmes in Music Technology, Professional Photography and a Business HNC run in conjunction with University of Westminster. In 07-08, 80% of students completing the BSc Clinical Physiology course were awarded First or Upper Second degrees.

New programmes offered in 07-08 included the Foundation Degrees in Ophthalmic Science and Building Services, validated by Middlesex and South Bank Universities. A range of further foundation degrees is currently under development and the College has developed relationships with a range of other Higher Education providers, including Birkbeck College (University of London) who is represented on the College's Governing Body. The College is a member of Linking London, a network of Higher and Further Education institutions, formed to develop improved access for learners from non-traditional routes.

445 of College's learners progressed to HE in 07-08 with the most popular destinations being University of Westminster and Middlesex University. This was an increase of 10% from the previous year. Progression to HE is supported through a range of activities aimed at learners including attendance at "master classes", university-based seminars and visits. The College has a long standing relationship with King's College London and many of our Access to Science students have progressed to study for science degrees at King's.

## Working with the local community

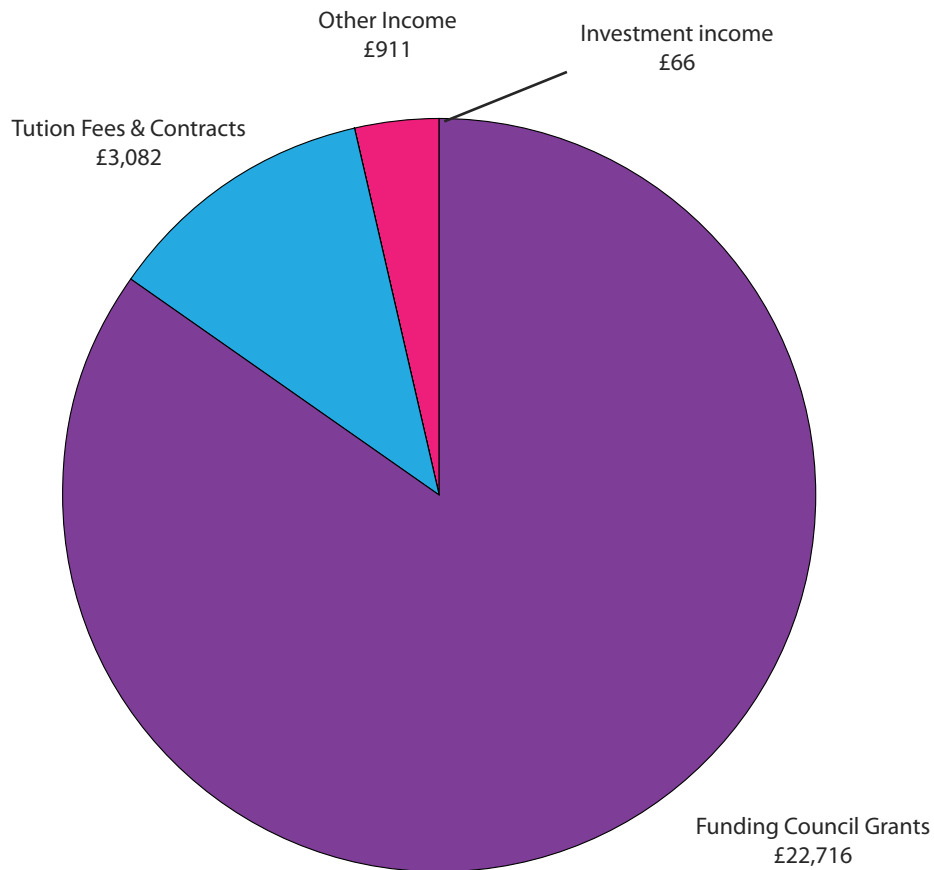
The College works in partnership with Westminster City Council to support the delivery of its Economic Development Strategy across the Borough, primarily through the Local Employer Network and Local Area Regeneration Partnership. Strong links also exist with the Paddington Development Trust (PDT), Paddington First, Westminster Adult Education Service and in the last year, partnership with Westminster Volunteer Bureau was also further developed in order to deliver the pre-volunteering programme linked with the Olympics. Strong links are maintained with a range of local community groups e.g. Voluntary Action Westminster, as well as a range of hostels that provide services to London's homeless community.

In 07-08 the College continued its links with the Metropolitan Police in order to deliver the Prince's Trust volunteer programme for local young people and was involved in preparation for the Ministry of Defence's bursary scheme for young people. The College's Governing Body includes representatives from local community and regeneration organisations. In 07-08 this included representation from Church Street Neighbourhood Forum, Paddington Development Trust and Vital Regeneration.



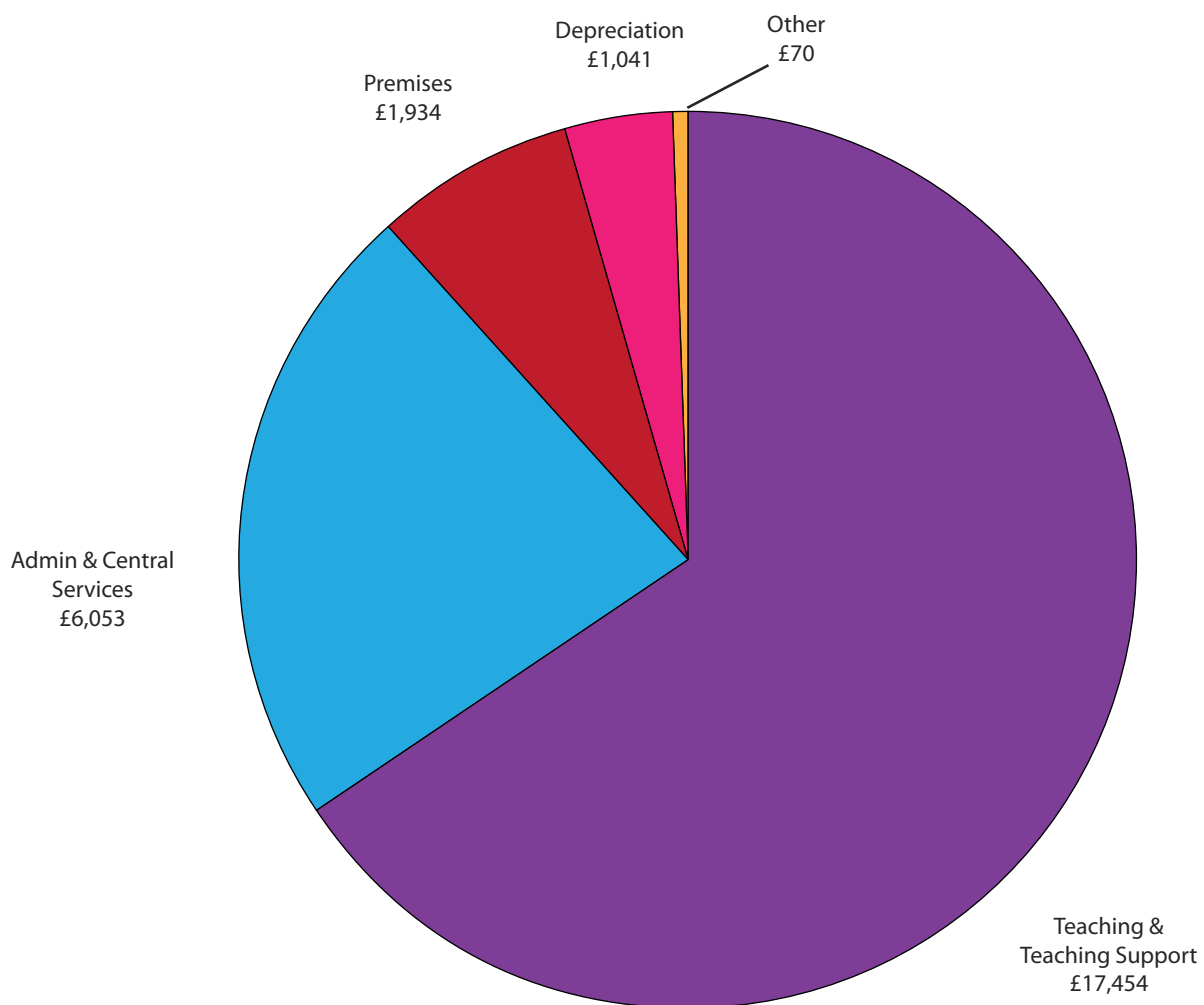
# 2007-08 Finances

## Total Revenue (£ thousands)



<b>Total Revenue £ Thousand</b>	<b>£'000s</b>	<b>%</b>
Investment Income	66	0.2
Funding Council Grants	22,716	84.8
Tution Fees & Contracts	3,082	11.5
Other Income	911	3.4
<b>TOTAL REVENUE</b>	<b>26,775</b>	<b>100.0</b>
<b>TOTAL EXPENDITURE</b>	<b>26,561</b>	
<b>NET SURPLUS</b>	<b>214</b>	

## Total Expenditure (£ thousands)



Total Expenditure £ Thousand	£'000s	%
Teaching & Teaching Support	17,454	65.7
Admin & Central Services	6,053	22.8
Premises	1,934	7.3
Depreciation	1,041	3.9
Other Expenses	79	0.3
<b>TOTAL</b>	<b>26,561</b>	<b>100.0</b>



# City of Westminster College Governors

**The Governors who served on the Board during 2007-08 were as follows:**

Jude Boardman	Chair reappointed 12/12/07	External Governor
Robin Shreeve		Principal and Governor
Carolyn Keen		External Governor
Brenda Goring Moore		External Governor
Glenys Arthur		External Governor
Alex Fyfe	Vice Chair appointed 12/12/07	External Governor
Stuart Taylor		External Governor
Simon Neville		External Governor
Keith Hutton		External Governor
Angela McConville		External Governor
Diana Driscoll		External Governor
Kamlyn Ramkissoon		Elected Staff Member
Imelda Duvigneau	Until 06/02/08	Elected Staff Member
Kingsley Jolowicz	From 06/02/08	Elected Staff Member
Janet Whelan		Committee Member
Samuel Evbuomwan	From 06/02/08 until 09/07/08	Student Governor
Deborah Awoyo	From 09/07/08	Student Governor
Debbie Lyons	From 12/11/07 until 09/07/08	Student Governor

**Richard Beech acted as Clerk to the Corporation throughout the 2007-08 academic year.**

### **Paddington Basin Campus**

North Wharf Road, London W2 1LF

**t:** 020 7723 8826 **f:** 020 7258 2700

### **Queens Park Centre**

Saltram Crescent, London W9 3HW

**t:** 020 7258 2812 **f:** 020 7258 2826

### **Maida Vale Centre**

Elgin Avenue, London W9 2NR

**t:** 020 7258 2830 **f:** 020 7258 2842

### **Cosway Street Centre**

Cosway Street, London NW1 6TH

**t:** 020 7258 2705 **f:** 020 7258 2701

### **Cockpit Theatre**

Gateforth Street, London NW8 8EH

**t:** 020 7258 2920 **f:** 020 7258 2921