

Brooke House Sixth Form College

Minutes of a meeting of the **Corporation** held on 27 September 2018 at 1730 hrs.

|                      |                           |                                 |                              |
|----------------------|---------------------------|---------------------------------|------------------------------|
| <b>Present</b>       | Ali Abdi                  | Jonathan Beake                  | Stephen Blackshaw<br>(Chair) |
|                      | James Cross               | Michael Desmond                 | Kola Gdadebo                 |
|                      | Sally Townsend            | Kevin Watson<br>(Principal)     |                              |
| <b>In Attendance</b> | Ralph Devereux<br>(Clerk) | Adrian Cottrell<br>(Interim FD) |                              |
| <b>Apologies</b>     | Martin Buck               | Olga Venosa                     |                              |

The meeting was preceded by a presentation from Steve McConaghy of Leadenhall Project Management. The detail explained the plans for refurbishment of the exterior approaches to the College, the entrance hall, the Learning Resource Centre (LRC) and Student Services (including the Principalship) and an outdoor sports area. The presentation was enhanced by use of virtual tour of the intended facility. The presentation was concluded with a question and answer session. There would be regular planning meetings, which members were welcome to attend. Staff would also receive and discuss the presentation in the next few days.

## **PART ONE**

### **01/18 OPENING ITEMS**

- a. The apologies were accepted. No notice had been received of any member becoming ineligible to hold office, the meeting was quorate and no interests were declared.
- b. Steve Blackshaw had been elected as Chair on 25 April and that was confirmed for the current year (to regularise all appointment dates). **(Action 1)**
  - a. **The information was received.**
  - b. **Actions had been identified.** (Register at 11/18)

### **02/18 MINUTES OF AND ACTIONS FROM THE LAST MEETING**

- a. The minutes of the meeting held on 7 June and the Special Meeting held on 26 July 2018 were confirmed for electronic signature; the Clerk to action. **(Action 2)**
- b. Actions from the last meeting were completed or in progress.
- c. There were no matters arising from the Minutes.
  - a. **The information was received.**
  - b. **Actions had been identified.** (Register at 11/18)

### **03/18 COMMITTEE MINUTES**

- a. Search Committee. (SC)(10.05.18) The SC meeting had been called as an emergency special forum (comprising the Corporation Chair and Vice-Chair) under the Chair's special authority to consider the recommendation of 2 additional Corporation members prompted by several recent resignations; Chair's action was approved **(Action 3)** and the notes of the meeting were received. **(Action 4)** The Corporation Chair explained that three early expressions of interest in joining the Corporation had been received, all those concerned appeared suitable and the Committee would be inviting early applications. **(Action 5)**
- b. Standards Committee. (StC)(20.09.18) The Minutes of the StC meeting were discussed with reference to the lower than hoped for enrolments and the recently submitted SCIF application. The Minutes were noted and received. **(Action 4)**
- c. Audit Committee. (AC)(26.09.18) The AC Chair debriefed of the previous day's meeting, the provisional IAS Annual Report had been presented and indicated partial assurance, a grading

which had been expected based on the performance early in the year, the IAS had indicated that progress was becoming apparent. The report was noted and received. **(Action 4)**

- a. The information was received.
- b. Actions had been identified. (Register 11/18)

#### **04/18 PERFORMANCE INDICATORS (PI)**

The StC had considered the attached paper to inform consideration of a suite of PIs to provide Members with ready and immediate performance information. Eight commonly used PI are described in that paper, together with their definitions but it was stressed the prioritisation of any would reduce the credence of others. The information and explanation provided was welcomed and each PI was discussed individually. The discussions moved on to consider ALPS (which measures actual achievement against expectations) particularly, with reference to circulated A and AS level data, a disappointing set of results. Members were reminded that, essentially actual achievements were compared with GCSE scores on entry to the College, the aggregated data then generated a score for individual subjects and the whole, the latter ("T grade" score) being the most significant. Comparative data for the last four years had been analysed in a table rated 1-9 where those adding least value were graded 7, 8 and 9 (Blue); the three years "T grade" score for both AS and A Levels had remained static at 8. Subject performances were discussed and would inform the agreed meetings with the HODs. This issue was considered in some depth, some staff considered that the student population was disproportionately represented by disadvantaged and challenging students however study of the data showed that to be false. Imaginative and determined processes may need to be established, but essentially the student entry to B6 represented the norm for the wider area. The use of Minimum Acceptable Grades (MAG) was discussed. A KPI table based on all eight described indicators would shortly be introduced and together with attendance data would be circulated to all Corporation members. These PIs formed an essential element of Members understanding and a further examination would be included in the programme for the 16 November Strategic Planning Day. **(Action 6)**

- a. The information was received.
- b. Actions had been identified. (Register 11/18)

#### **05/18 SENIOR POST HOLDERS (SPH) APPOINTMENTS**

Membership of the Appointments Panel (Chair, Vice-Chair and MB) had been resolved at Minute 63/18, the Chair had appointed Ali Abdi as an additional member and that was approved **(Action 7)** members were reminded that the process aimed to identify a:

- a. Vice Principal (VP) - Staffing and Resources (S&R);
- b. VP - Curriculum and Quality (C&Q); and
- c. VP - Student Services (SS).

The process had begun and interviews for the VP (S&R) had been completed the previous day; the process for the others would run the following day. The process involved ten candidates working through a series of 6 activities, to an audience of Corporation members, students and staff and then, after a consolidated evaluation, those selected would be formally interviewed by the panel if necessary; after the panel had made their decision the Chair would electronically circulate the recommendations to all members by midday Saturday. It was most important that all members responded as quickly as possible to allow successful candidates to be informed and give notice to their current employers. **(Action 8)** Time was of the essence as it was hoped to establish the new regime by the start of the 2019.

- a. The information was received.
- b. Actions had been identified. (Register 11/18)

#### **06/18 FINANCE REPORT**

- a. Management Accounts. There was little of note to bring to Members' attention at this early point in the academic year and it was agreed that the FGP Committee would consider the August and September detail at their next meeting. The previous year's results would, as advised have a large deficit, which had been explained in the current budget considerations in July. Some issues had emerged since the arrival of the Interim FD and members challenged why they had

not been raised before; the AC would consider this at their next meeting together with examination of whether both audit services should be put to competitive tender. **(Action 9)**

- b. Capital Development. The pre-meeting presentation had updated members on the major works ahead and it was agreed that more detailed consideration would be completed at the next F&GP meeting and reported back to the Corporation through the Committee minutes. **(Action 10)**
- c. Key PI (KPI). Draft KPIs had been detailed informed largely on the FE Commissioners letter of 27 March 2015 (Attached), which considered the common warning signs and symptoms of failing colleges. It was agreed that the AC and the FGP should consider appropriate elements of the list and then the recommendations would be consolidated before circulation to all members for comment. **(Action 11)**.
- d. Risk Register.
  - (i) The Strategic Risk Register (RR) updated on 27 July had been considered and discussed by the AC. Members were reminded of the scoring methodology and that if mitigating actions were inadequate or ineffective then the “Inherent” risk and the “Residual” risks would remain the same. The comparative reduction of the latter when compared with the former was then an indicator of the effectiveness of those actions, owners had been assigned to each risk and the document had been RAG rated. For the initial period of implementation, RM Group meetings would be held half-termly (TOR included in the Policy) and the outcomes passed to the AC and thus onwards to the Corporation. Independent scrutiny of the process would be through the IAS.
  - (ii) RM Policy. The RM Policy and Strategy had been recommended to the Corporation for approval and that was agreed. **(Action 12)**.
- e. Intervention Action Plan. The ESFA and Sixth Form Commissioner intervention had prompted determination of an action plan and progress against each of the requirements had been RAG rated and tabulated. All items had been rated green or amber and progress was noted. The next Case Conference would be held on 9 October when progress would be scrutinised. There had recently been comment in the Times Educational Supplement (TES) around failing institutions; it was agreed to circulate future items of interest from specialist agencies to members. **(Action 13)**
- f. Policies. The Policies for consideration at this point in the academic year were:
  - (i) Financial Regulations;
  - (ii) Procurement;
  - (iii) Health and Safety Policy; and
  - (iv) Fees Policy.

All would require considerable amendment after the introduction of the revised management structure and it was unanimously agreed to approve continuance as currently written until that time. **(Action 14)**

**a. The information was received.**

**b. Actions had been identified. (Register 11/18)**

## **07/18 GOVERNANCE**

As with the Policies considered in the previous item, the forthcoming restructuring of the SMT would prompt amendment to the Corporation Regulating Documents. Accordingly, they were all approved for use until the structure revision had been completed. **(Action 15)**

**a. The information was received.**

**b. Actions had been identified. (Register 11/18)**

## **08/18 MEMBERS' ACTIVITIES**

Members were reminded that they had agreed to complete governance associated visits to the College from the list circulated by the Principal.

- (i) Olga had recently visited to meet students and to discuss her “Anti Bullying” initiative; and
- (ii) Michael Desmond invited all to attend at 1045 on 18 October when the Speaker of the Council would visit and meet students, an informal lunch would be available at 1230.

It was suggested that notable visits such as that by the Council Speaker and the forthcoming Meg Hillier’s visit could be forwarded to the local media. **(Action 16)**

**09/18 URGENT BUSINESS**

There had been no urgent business requested.

**10/18 DATE OF NEXT MEETING**

The next meeting would be:

- a. Strategic Planning on 16 November 2018; and
- b. Corporation Meeting on 13 December 2018.

**11/18 ACTION TABLE**

|           |   | resp      | date     |
|-----------|---|-----------|----------|
|           | See referenced minute for full detail                                 |           |          |
| Action 1  | 01/18. SB confirmed as Chair for 2018/19.                             | Clerk     | wie      |
| Action 2  | 02/18. Last minutes (7.06.18 & 26.07.18) to be electronically signed. |           | asap     |
| Action 3  | 03/18a. Chair’s action re SC approved.                                |           | wie      |
| Action 4  | 03/18. All Committee minutes and reports received.                    |           |          |
| Action 5  | 0318. Potential members applications to be processed                  | Chair     | asap     |
| Action 6  | 04/18. Selection of PI tbc at strat plan day (16.11.18)               |           | 16.11.18 |
| Action 7  | 05/18. Rec for VP appointments electronically to members.             |           | 29.09.18 |
| Action 8  | 05/18. Members to respond to (Action 7) quickly.                      | All       | 30.09.18 |
| Action 9  | 06/18a. AC consider tendering of audit services.                      | AC        |          |
| Action 10 | 06/18b. Capital works tbc by FGP Committee.                           | IFD       | asap     |
| Action 11 | 06/18c. Draft KPI tbc and recommended by Committees.                  |           |          |
| Action 12 | 06/18d (ii). RM Policy and Strategy approved.                         |           | wie      |
| Action 13 | 06/18e. Relevant media articles to be circulated.                     |           | asap     |
| Action 14 | 06/18f. Policies approved until new structure implemented.            |           | 01.02.19 |
| Action 15 | 07/18. Governance Regulatory Docs approved as Action 14.              | Clerk     |          |
| Action 16 | 08/18. Opportunities to be circulated to Media.                       | Principal | asap     |