

## MEETING OF THE FULL BOARD OF GOVERNORS

Tuesday 10<sup>th</sup> July 2018, 5pm

### MINUTES

#### PRESENT:

Mr C Garvey, Foundation Governor, Chair of Governors

Mr N Sheta, Foundation Governor, Chair Audit Committee

Fr G O'Shaughnessy, Foundation Governor

Mr J Opara, Foundation Governor

Mr P Barber, Foundation Governor

Miss C Ezekwe, Foundation Governor (from 6.06pm)

Mrs S Flannery, Principal

Ms J Town, Staff Governor (teaching), Vice Chair F&R Committee

Ms S Jones, Co-opted Governor

Ms P Rowe, Co-opted governor, Co-Chair CS&Q Committee

Mrs S Long, Staff Governor (non-teaching)

#### NOT PRESENT

Ms S Bannister, Parent Governor. Mr K Bonsu, Student Governor. Mr E Siwoku, Student Governor.

#### IN ATTENDANCE:

Mr A Taylor, Strategic Director Financial and Physical Resources

Mr C Graham, Associate Principal, Ethos and Student Welfare

Mr G Thompson, Associate Principal Curriculum & Quality

Mrs E Lewis, Clerk to the Governors

**The meeting was opened at 5pm by Mr Garvey. It was quorate throughout.**

- 1. OPENING PRAYER:** offered by Mrs Flannery
- 2. INTRODUCTIONS:** not required
- 3. ELECTION OF CHAIR:** Nomination of Foundation Governors had been invited. With the Clerk in the Chair and in accordance with Article 6 and the Conduct of Business, 2018, Mr Colin Garvey having been proposed by Mr Opara, seconded by Fr O'Shaughnessy was duly elected unanimously for a further one year of office as Chair with effect from 1<sup>st</sup> August 2018.
- 4. ELECTION OF VICE-CHAIR (as required by Conduct of Business, 2016, para 1 in accordance with Article 6):**  
Nomination of Foundation Governors had been invited. Mr Michael Belfourd had indicated his willingness to stand for election in his absence. He was proposed by Mr Garvey, seconded by Mr Barber and was duly elected unanimously for a further one year of office as Vice Chair of Governors with effect from 1<sup>st</sup> August 2018.
- 5. APOLOGIES FOR ABSENCE:** Apologies received from Mr M Belfourd; Mr S Ebele and Mr R Vianello were accepted. It was noted that Miss Ezekwe would be late due to the change of time for the meeting.
- 6. DECLARATION OF INTERESTS:** None had been received in advance and none were made at the meeting.

**7. MEMBERSHIP OF THE GOVERNING BODY:**

- 7.1. It was noted that the term of office of Ms Patsy Cummings, foundation governor, had ended on 23<sup>rd</sup> January 2018 and an application to appoint a successor was being processed by the Diocesan Education Commission.
- 7.2. It was noted that Mrs Simona Spazzini had stood down as foundation governor on 8<sup>th</sup> May 2018. An application to appoint a successor was being processed by the Diocesan Education Commission.
- 7.3. The election of two new student governors to serve a one year term of office to July 2019 would take place at the start of the new academic year.
- 7.4. Governors bade farewell to Mr Kevin Bonsu and Mr Emmanuel Siwoku, outgoing Student Governors, in their absence

**8. MINUTES OF THE MEETING HELD ON 21<sup>st</sup> March 2018:** Included in the papers for the meeting had been previously circulated on 12<sup>th</sup> June 2018. They were agreed to be a true and accurate record and duly signed by Mr Garvey.

**9. MATTERS ARISING (other than covered by agenda items):** There were none.

**10. REVIEW OF ACTIONS CARRIED FROM PREVIOUS MEETINGS:** It was agreed that these were covered by the agenda and committee reports.

**11. INFORMATION / DATA / COMMUNICATED SINCE MARCH 2018 MEETING:** Governors acknowledged that the following information had been provided to them since the previous meeting:

- 11.1. 28<sup>th</sup> June 2018: invitation to UAL Media exhibition
- 11.2. 19<sup>th</sup> June 2018: invitation to AoC London Summer Networking Event
- 11.3. 19<sup>th</sup> June 2018: April and May Management Accounts
- 11.4. 18<sup>th</sup> June 2018: Invitation to Art & Design exhibition
- 11.5. 15<sup>th</sup> June 2018: FE Commissioner Letter: National Leaders of Governance
- 11.6. 15<sup>th</sup> June 2018: Strategic Planning initial consultation (reminder 27<sup>th</sup> June 2018)
- 11.7. 6<sup>th</sup> June 2018: Agenda for CSQ meeting
- 11.8. 24<sup>th</sup> May 2018: Privacy notice to governors
- 11.9. 17<sup>th</sup> May 2018: Foundation Governor vacancy “advert”
- 11.10. 20<sup>th</sup> April 2018: Article by Paul Barber in FE Weekly
- 11.11. 18<sup>th</sup> April 2018: March 2018 Management Accounts

**12. CHAIRS ACTION:** There was none to report

**13. STUDENT GOVERNORS’ REPORT:** No report had been provided.

**14. STUDENT WELFARE, SAFEGUARDING, CHAPLAINCY and THE LIFE OF THE COLLEGE:** Mr Graham introduced his review and tabled illustrated reports on enrichment; the Chaplaincy; religious education and counselling & student welfare. He cross-referenced his papers to the Principal’s report.

Mr Graham noted the appointment of a new Chaplain and said that a relationship was being built with the new incumbent at Holy Ghost Church, Balham.

Mr Graham highlighted Chaplaincy activities during the year and aims for the next year. He noted the recognition Ofsted had afforded to the standard of equality, diversity and inclusion they observed at SFX and the high level of achievement in RS.

The creation of a Student Union area in the canteen was attributed to the outgoing President and Vice President. Governors noted that the student council had evolved into a Student Union.

Mr Graham highlighted the intention to relaunch assemblies in the new academic year and the formation of a student gospel choir.

Outstanding success and achievement rate in the NOCN Religion and Philosophy course were noted from the RE report which also set out key priorities and targets for the next academic year including preparation for an anticipated Diocesan section 48 inspection in the autumn term. Mr Garvey asked whether the Diocese would be providing training to support the inspections – this was not yet in place.

Mr Graham summarised the report from the College Counsellor and reflected on the changing dynamics and complexity of need the students present with. Liaison with external agencies had expanded and there was more long term counselling than before. The statistical summary was noted.

The Student Welfare summary with statistics illustrating the extent of support and safeguarding provided and interaction with other services was discussed noting the barriers, threats, successes and impact on the lives of the students. Mr Graham described the ways in which students were equipped with strategies for keeping safe and how developing situations were carefully monitored thought the vigilance of staff and parents.

Mrs Flannery endorsed the work which is done in these areas.

An update to the Safeguarding Policy would be due in the autumn term following the publication of revised statutory guidance "Keeping Children Safe in Education" coming into force from September 2018. It was agreed that the revised policy could be circulated by email for approval in advance of the December meeting.

Mr Garvey expressed thanks to Mr Graham on behalf of governors and commented that the report was uplifting reflection of the work which is at the centre of the Catholic life and mission of the college.

- 15. PRINCIPAL'S REPORT TO GOVERNORS no 77:** Mrs Flannery introduced the report which had been included in the papers for the meeting. Governors had been invited to submit questions on the report in advance of the meeting. The report was cross-referenced to the strategic plan throughout. The narrative was backed up with detailed related appendices.

**Introduction:** Set out two themes of planning for the new academic year. The first, Mrs Flannery said was money and the second was building on the "Good" Ofsted judgement. She reflected on the challenge of balancing budgets in the post-16 sector where there had been no increase in the per capita (£4k for under 18s) grant funding for six years. She described the target to raise outcomes to "good" through self-assessment and lift the RI sub-grade.

**15.1. Progress (Value-added)**

Mrs Flannery reported on value-added in relation to in year progress and at the end of the year. The report presented data tables, charts and analysis of the risk areas, indicative outcomes and sector wide comparison. A summative course by course L3VA position predicting 2018 value-added was examined.

**15.2. Post-Inspection Improvement Plan 2018 - 19**

A digest of progress against the key risks and priorities from the Quality Improvement Plan for 2017 – 18 had been prepared by Mr Thompson and appended to the report as worked through with the CSQ Committee. Governors noted the key areas targeted for improvement and recognised the value of the London Sixth Form Partnership (LSFP) for sharing of good practice and opportunities for developing quality improvement.

**15.3. Risk Management.**

Governors had received the current risk register, action plan and policy document in the papers for the meeting. Mrs Flannery outlined and reflected on the major risks confirming finance and funding as the top; the second highest risk was student recruitment and the third quality.

**15.4. Recruitment Update:**

Mrs Flannery reported receipt of approximately 1100 applications to date. She advised that the intake of new students would need to be at least 800 to contribute to the overall October enrolment target of 1297. The process was ongoing and would continue throughout the holiday. She described the factors that were impacting on the lower level of applications including a flat demographic; movement of income-deprived families moving out of London boroughs; choice of alternative provision and the pressure on pupils to remain in their schools.

She described the range of recruitment events and taster days held recently to attract new interest and to maintain the commitment of applicants holding offers.

**15.5. Retention:**

Mrs Flannery reported an improvement of 1% in the overall in-year retention rate for 2017 – 18. She observed that level one and level two would be a focus for improvement in 2018 – 19. Governors discussed the impact of the new timetable on attendance and punctuality noting an improvement in attendance to 86.15% and debating with Mr Thompson what had caused the decline in punctuality. The target for attendance would be 88%. Strategies for improving attendance and punctuality would be investigated.

**[Miss Ezekwe arrived at 6.06 pm]**

**15.6. Pearson Quality and Monitoring Review:**

**15.7. UAL Moderation:**

Mrs Flannery reported a positive year for general applied courses confirmed by moderator monitoring visits. Some students had gained level 4 qualifications in UAL art and design.

**15.8. RE & Philosophy Programme:**

Mrs Flannery said that achievement rates were expected to be in line with previous high standards. She commended the teaching team for their inspirational engagement with the students.

**15.9. Strategic Planning:**

Governors had received the initial consultation papers to feed into the renewal of the three year strategic plan and to inform the strategic objectives for the coming year.

Mrs Flannery discussed the suggestion laid out in her report that a “dummy” structure and options appraisal exercise as a matter of urgency. She proposed that time be allocated, potentially at a discrete meeting in the autumn term, to consider and debate institutional sustainability and a contingency plan for remaining a standalone sixth form college if the choice to academise continued to be unavailable as a choice for Catholic sixth form colleges. Mr Barber confirmed that there was no imminent possibility of the required legislative change being made.

Mr Taylor advised that if recruitment does not reach target for the 2018 intake the assumptions on which the current financial plan is based would have to be adjusted and a new plan and sensitivity analysis drawn up, agreed and submitted to the ESFA.

Mr Garvey agreed that the discussion and planning was necessary and it was agreed that a special meeting would be organised. Mr Barber referred to the history of the formation of SFX and suggested some insight might be gained from the experiences of Christ the King SFC which is now operating across three sites. He also mentioned that the new Director of Education for the Southwark Diocese would be in post in September.

**ACTION: Clerk, Principal, Chair to organise planning meeting, potentially as part of the Focus morning already on the calendar.**

The strategic objectives focused on during 2017 – 18 were reviewed and progress / developments noted. A report on the year by the chaplain capturing the outreach and Catholic life of the college had been included in the appendices.

**15.10. Freedom of Information:**

A summary report had been provided detailing the number and nature of requests made for information under the act during 2017 – 18.

**15.11. General Data Protection Regulation:**

Mrs Flannery advised governors of the preparation and training which had supported the introduction of the new GDPR in May 2018. A summary of the findings and clean bill of health from the internal audit service review of GDPR readiness was provided amongst the appendices.

**15.12. Staffing Update:**

Governors were referred to the summary of staff changes and Mrs Flannery reviewed the contribution made by staff who had or would be leaving.

**15.13. College Events and Life of the College**

Mrs Flannery gave a resume of the busy term and drew attention to the pictorial record of exhibitions, productions trips and awards which had taken place.

**15.14. Correspondence: DfE:**

Mrs Flannery drew attention to a letter from Richard Atkins, FE Commissioner, which had been addressed to Chairs and Principals which had given an update on FE college interventions and stood as a high level view of the health of the FE sector post Area Based Reviews. In it, Mr Atkinson was urging careful thought about monitoring, securing and maintaining sustainability.

Mrs Flannery concluded her report by thanking all members of staff and governors for their collective support and challenge throughout the year and in particular during the Ofsted inspection.

Mr Garvey replied by recording thanks on behalf of the governors to Mrs Flannery for her report and leadership.

**16. ORAL REPORTS FROM GOVERNORS COMMITTEES:**

**16.1. Audit committee (met on 8<sup>th</sup> May 2018):** draft minutes have been published on the college website and included in the papers for this meeting. They were taken as read. Since the meeting, the committee had received a clean report from the Internal Audit Service of the May 2018 GDPR Governance assignment which had been included in the papers for the meeting. The Annual Summary of Assignments Completed in 2017 – 18 prepared by the internal audit service (RSM) had also been included in the papers for this meeting for reference.

Mr Sheta referred to appendix A of the agenda which listed matters requiring decision / ratification / approval and invited governors to:

**16.1.1.** Receive the draft minutes of the meeting on 8<sup>th</sup> May 2018.

**16.1.2.** Receive the Risk Register, Summer Term 2018 – included in the papers

**16.1.3.** Receive the Board Assurance Framework (BAF), Summer Term 2018 – included in the papers

**16.1.4.** Note that the plan and arrangements for the Regularity & Financial Statements Audits had been agreed which would produce the Annual Report and Accounts for the college and its trading subsidiary for the year ending 31<sup>st</sup> July 2018

**16.1.5.** Approve the Internal Audit Strategy for 2018 – 19 which had been updated since the meeting at the request of committee and was included in the papers for the meeting.

**The Internal Audit Strategy plan for 2018 – 19 was approved unanimously.**

Mr Sheta acknowledged the pleasing outcome of the GDPR readiness audit in May 2018, stressing that it had reviewed preparation for the new regulations but not yet compliance. There would be a subsequent audit assignment which would test that the processes and procedures were being applied.

**16.1.6.** Approve updated Terms of Reference for the committee which had undergone a routine review.

**The terms of reference as included in the papers for the meeting were duly approved.**

**16.1.7.** Pose any questions arising from the draft minutes of the meeting. There were none.

**16.2. Finance and Resources Committee (met on 4<sup>th</sup> June 2018 and 25<sup>th</sup> June 2018):** Agreed minutes of the financial planning meeting on 4<sup>th</sup> June 2018 and draft minutes of the scheduled meeting on 25<sup>th</sup> June 2018 had been included in the papers for this meeting and were taken as read.

Ms Town, Vice Chair of the committee referred to appendix B of the agenda which listed matters requiring decision / approval and invited governors to:

**16.2.1.** Receive the minutes of the meeting held on 4<sup>th</sup> June 2018 and draft minutes of meeting held on 25<sup>th</sup> June 2018.

**16.2.2.** Approve the **Financial Plan / Forecast for 2018 – 20** incorporating financial health status; the college budget for 2017 – 18 and supporting commentary. The plan had been included in the papers for the meeting. Mr Taylor explained the plan and gave further background detail to its compilation and reported progress towards downsizing of staff numbers. He advised that stabilisation of the plan was subject to a base assumption that student recruitment would meet the target set in the forecast.

Mr Taylor also reviewed ongoing investment in the estate and announced that planning permission had just been granted to create a MUGA<sup>1</sup> which would generate income through lettings and enhance the student experience. A right to light compensation settlement was expected between developers of a neighbouring build and the Diocese which would be released to the College and used to construct modular teaching accommodation to re-house the art department affected by the reduction of natural light to the existing classrooms.

Ms Town, on behalf of the committee, recommended the plan for approval and submission to the ESFA by 31<sup>st</sup> July 2018.

**The Financial Plan / Forecast for 2018 – 20 was duly proposed for approval by Ms Town, seconded by Mr Garvey and was approved unanimously.**

**16.2.3.** Ratify the approval of the Financial Regulations, 2018 – 19; SFX Treasury Management Policy 2018 – 19 and the Travel & Subsistence Policy 2018 – 19 to come into effect on 1<sup>st</sup> August 2018.

**All were duly approved unanimously.**

**16.2.4.** Note that the contract for insurance of the college - arranged following a full tender process via Hettle & Andrews - had been let to take effect from 1<sup>st</sup> August 2018. For the first time, the insurance would incorporate terrorism and cyber cover. A saving of £10k over current premium had been achieved.

**16.3. Curriculum Standards & Quality Committee (met on 13<sup>th</sup> June 2018):** Ms Rowe, Co-Chair of the committee referred to matters considered at the meeting which had been listed in appendix C. She reported that the committee had:

**16.3.1.** Welcomed Ms R Clark, Head of Maths who had presented an overview of teaching and learning in the Maths department. Governors were advised that slides of the presentation were available.

**16.3.2.** Made arrangements for the first student focus group which had met on Monday 2<sup>nd</sup> July. Ms Rowe reported that four governors had met with a group of students for a very successful inaugural meeting. It was agreed to have been an excellent, informative experience.

**16.3.3.** Interrogated predicted L3VA with Mr Thompson

**16.3.4.** Reviewed progress against the Quality Improvement Plan in the area of outcomes for learners. Ms Rowe endorsed the plan as a RAG rated dynamic document which provided a useful monitoring snapshot.

**16.3.5.** Received a summary of engagement with the London Sixth Form Partnership during the year noting future plans in response to changes in the Directorship of the partnership. She confirmed a commitment and enthusiasm to continue the work of the partnership and said that governors in the liaison group valued it as a vehicle for sharing practice. Mrs Flannery advised that an advertisement would be going out to seek candidates for appointment as the Partnership Director to succeed Kevin Watson.

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<sup>1</sup> Multi Use Games Area (sports pitch to replace the existing unusable hard courts)

- 16.3.6.** Began planning of a programme for the Governor Focus morning scheduled for Saturday 13<sup>th</sup> October 2018. She reminded governors that last year the focus on Ofsted had worked well with governors examining what inspectors would ask them. The programme would include an opportunity for evaluation of the effectiveness of the governing body (self-assessment).
- 16.3.7.** Considered how to move forward with the Ofsted recommendation that governors should develop a more practical grasp of the curriculum and how this might be developed through link governors.
- 16.3.8.** Discussed and accepted an updated staff absence policy which had been supported by a digest of the salient updates.  
**On behalf of the committee Ms Rowe recommended the policy for approval. The policy was duly approved for immediate adoption.**
- 16.3.9.** Determined that the terms of reference for the committee should be routinely reviewed on a two year cycle with the next review therefore due in June 2019.  
**Ms Rowe proposed that this review cycle be noted in the terms of reference. This was ratified unanimously.**

**16.4. Appeal Committee:** has not met since the previous meeting of the full governing body.

**16.5. Remuneration Committee (met on 18<sup>th</sup> June 2018):** Mr Garvey reported that he had chaired the committee<sup>2</sup> which had received reports of performance reviews he and Mr Sheta had undertaken with the Principal and with the Clerk. Recommendations arising from the discussion of the reviews had been passed to the Chair of F&R in advance of the meeting of that committee and been duly processed into the budget for 2018 - 19.

**16.6. Governance Committee (Met on 25<sup>th</sup> June 2018).** Mr Garvey, Chair of the committee referred to Appendix D to the agenda which listed matters considered at the meeting and reported that the committee had:

- 16.6.1.** Discussed the recruitment and induction of new governors agreeing that each new governor should serve on the CSQ and one other committee
- 16.6.2.** Reviewed membership of committees noting vacancies on Audit and F&R
- 16.6.3.** Considered succession planning in respect of Chairing the Board and how the role should be described to support and prepare prospective chairs
- 16.6.4.** Discussed how the proposed use of link governors might be introduced smartly and with awareness of the objective and impact. Mr Garvey suggested that this should start in a small way potentially with attachment to four departments selected in discussion with Mrs Flannery and Mr Thompson. Careful preparation and a clear protocol for working with the Head of Department would be essential.  
**ACTION: Follow through in September / Autumn term.**
- 16.6.5.** Discussed agenda discipline – how the running of meetings might become more efficient. The committee agreed that training and briefing sessions for governors were most effectively held immediately prior to a full Board meeting and should, therefore, continue in that slot.
- 16.6.6.** Timing of meetings – it was felt that the Christmas meeting should be brought forward and this has been done in the schedule for 2018 – 19.

## **17. GOVERNANCE:**

**17.1. Admissions Policy:** The Admissions Policy had been updated for 2018 entry following a routine review and had been included in the papers for the meeting. The revised policy had been considered and recommended for approval by the College Management Development Committee (CMDC).

**The Admissions Policy was duly approved as presented.**

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<sup>2</sup> Ms Rowe, Mr Sheta and Mr Garvey

- 17.2. Safeguarding Responsibility:** Ms Jones had no further report to add to the references noted in item 14.
- 17.3. Governors Focus & Self-Assessment morning:** The date was confirmed as Saturday 13<sup>th</sup> October 2018
- 17.4. Governor Engagement:** Feedback from meetings / conferences had been covered by reference to participation in the LSFP by Ms Rowe and Ms Town.
- 18. SCHEDULE OF DATES & BUSINESS for 2018 – 19:** The previously agreed dates and schedule of business for 2018 – 19 were ratified unanimously.
- 19.** Governors confirmed that they were satisfied that the information received and all decisions taken at this meeting had been centred on improving the experience and levels of achievement of students at St Francis Xavier College in a safe environment that promotes equality, diversity, inclusion and British values?
- 20. ANY OTHER BUSINESS:** There was none.

Mr Garvey closed the meeting at 6.50pm with a vote of thanks to Mrs Flannery, the senior team, staff and students for the achievements in the year especially the improved Ofsted judgement that the college was a good provider.

Date of next meeting of the full Board of Governors: Thursday 6<sup>th</sup> December 2018, 6pm

SIGNED \_\_\_\_\_

DATE \_\_\_\_\_

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