

St FRANCIS XAVIER 6th FORM COLLEGE

MEETING OF THE FULL GOVERNING BODY

Thursday December 6th 2018, 6pm

MINUTES

PRESENT:

Mr Colin Garvey, Foundation Governor, Chair of Governors Mrs Stella Flannery, Principal
Mr Michael Belfourd, Foundation Governor, Vice-Chair of Governors Ms Paddy Rowe, Co-opted Governor
Miss Claire Ezekwe, Foundation Governor Ms Sandra Jones, Co-opted Governor
Mr Somayina Ebele, Foundation Governor Mrs Sue Long, Staff Governor (non-teaching)
Mr John Opara, Foundation Governor Mrs Jessica Town, Staff Governor (teaching)
Mr Paul Barber, Foundation Governor
Mr Nader Sheta, Foundation Governor
Fr Gerry O'Shaughnessy, Foundation Governor
(from 7.35pm)

IN ATTENDANCE:

Mr Graham Thompson, Associate Principal, Curriculum
Mr Ciaran Graham, Associate Principal, Ethos
Ms Bernadette Meier, Observer (foundation governor awaiting appointment)
Ms Kerry Taylor, Observer (foundation governor awaiting appointment)
Mrs Eleanor Lewis, Clerk to the Governors

The meeting was opened by Mr Garvey at 6pm and was quorate throughout.

1. **OPENING PRAYER:** Led by Mrs Flannery for Malcom Mide-Madariola, RIP, and his bereaved family. Mr Garvey expressed the support of the governors for Malcom's family, Mrs Flannery and the college community.
2. **APOLOGIES FOR ABSENCE:** Received from Miss Tionie Jebison, Student Governor; Ms Safiya Charles, Student Governor and Mr Richard Vianello, Foundation Governor were accepted.
3. **DECLARATION / REGISTER OF INTERESTS:** Completed forms were collected. No interests were declared in any items on the agenda for this meeting.
4. **ELIGIBILITY TO BE A GOVERNOR:** Completed forms were collected.
5. **MEMBERSHIP & INTRODUCTIONS:**
 - 5.1. Student Governors: Ms Tionie Jebison and Ms Safiya Charles, elected Student President and Vice President in September 2018 were formally appointed as Student Governors for the academic year to 31st July 2019
 - 5.2. Parent Governor: It was noted that Ms Sharon Bannister had stood down as Parent Governor on 17th September 2018. The Clerk advised that volunteers were currently being sought, through a variety of contact routes, to stand for election as a parent governor.
 - 5.3. Foundation Governor: It was reported that the Education Commission had extended the term of office of Mr Richard Vianello, Foundation Governor to 9th February 2019 pending completion of the process to re-appoint him for a third term of office.
 - 5.4. Ms Bernadette Meier and Ms Kerry Taylor were welcomed as observers. Both were awaiting completion of the process of appointment as Foundation Governors.

6. **MINUTES OF THE MEETING HELD ON 10th JULY 2018:** Draft minutes had previously been circulated on 2nd October 2018 and were included in the papers for the meeting. The minutes were agreed as a true and accurate record and were duly signed by Mr Garvey.
7. **REVIEW OF ACTIONS FROM PREVIOUS MEETING:**
 - 7.1. Review of Safeguarding Policy: on the agenda at item 13.
 - 7.2. Future planning (item 15.9 in minutes): Mr Garvey reminded governors that they had been encouraged, at the summer term meeting, to think about the future of the college with an open mind. considering all possibilities. Future options and direction for the college had been discussed at the Governors' Focus Morning held on Saturday 13th October 2018 and would be held under review.
 - 7.3. To progress link governors: it was noted that this had been discussed at the Governance Committee meeting and the Quality Day and was in train to be phased in.
8. **MATTERS ARISING (other than agenda items):** It was agreed that all matters arising were covered by the agenda and Mrs Flannery's report.
9. **INFORMATION COMMUNICATED BETWEEN MEETINGS:** Governors had noted the following documents / report / data circulated for information since the previous meeting:
 - Monthly management accounts for June, July, August, September and October 2018
 - 16.08.18: email from Mrs Flannery headlining preliminary outcomes of summer 2018 exams
 - 06.09.18: email from Mrs Flannery with SFX Results 2018 report attached
10. **CHAIR'S ACTION:** There were no reportable actions to be noted.
11. **STUDENT GOVERNORS' REPORT:** No report had been received.
12. **SELF ASSESSMENT REPORT (SAR) for 2017 – 18:**
 - 12.1. **Draft College SAR:** Mr Thompson, Associate Principal introduced the SAR 2018 Executive Summary report which had been included in the papers for the meeting. The full Self-Assessment Report would be posted to the governors' portal.
Mr Thompson described the process of compilation of the SAR which had begun at departmental level in the summer term and included reflection and response to results, scrutiny meetings with the senior team; review by the quality board, and validation and grading meetings. The process had culminated in the Quality Day held on 23rd November 2018 which had been attended by the Co-Chairs of the Governors' CSQ committee and a colleague from the London Sixth Form Partnership (LSFP). Mr Thompson reviewed the evidence-base noting that the 2018 Ofsted report had provided one of the chief pieces of evidence for the year. He confirmed that the process had embraced reflection on how responsive the college had been to the previous improvement plan.

The key findings of the self-assessment process for 2018 – 19 were set out as strengths and "what needs improving" and were discussed and analysed in sections:
Section A: Outcomes for learners
Section B: Effectiveness of leadership and management
Section C: Quality of teaching, learning and assessment
Section D: Personal development, behaviour and welfare
Sector Subject Area grades over four years, 2015 – 2018.

Governors agreed the grade 2 judgement arising from the self-assessment process in each of the Key Aspects of Overall Effectiveness; Effectiveness of Leadership and Management; Quality of Teaching, Learning and Assessment; Personal Development, Behaviour and Welfare; Outcomes for Learners and 16 – 19 Study Programmes. It was also agreed that the safeguarding of learners was effective. **The overall self-assessment grade 2 was confirmed.**

Mr Thompson introduced the key priorities for 2018 – 19 drawn from the self-assessment report and received support from governors for the plan. He discussed how funding from the successful SCIF¹ bid would be used to support development of techniques, strategies and sustainable progress in the key areas identified for improvement including high grades and the employment of an attendance officer.

Mrs Town asked whether the employment of an attendance officer would continue beyond the end of the project (October 2019) if the work was found to have a positive impact on improving attendance and punctuality. It was confirmed that the role would be assessed for impact in the context of the ongoing programme of reducing staff numbers and costs. Ms Rowe was advised that the job description would entail following up absent students, monitoring attendance / punctuality and visiting classrooms to establish who was missing. Mr Graham and Mrs Flannery explained how the role would also satisfy specific aspects of safeguarding requirements such as follow up after two days of un-reported absence.

Mr Barber noted a drop in self-assessed grades from 1 to 2 in two subject areas and enquired, in regard to RS, whether the reason was related to a change in syllabus specification and legacy. Mr Thompson explained that the drop reflected that, although all students had passed, there were fewer high grades than desired. He confirmed that progress was good.

Mr Ebele requested further background to the new digital innovation strategy referred to in the key priorities. Mr Thompson explained that this was being developed in response to a realisation that the current VLE had fallen in to being a repository for information rather than a dynamic, interactive learning environment. He described the rationale for assessing *Google Classroom* as a suitable platform and the use of tablet devices to supersede the existing lap tops. Mr Thompson said that it was anticipated that a knock-on from the strategy would be an improvement in attendance and therefore the use of SCIF monies would be appropriate. It was agreed that governors would be given further information about the digital innovation strategy.

Mr Garvey reflected on the Ofsted inspection in January 2018 and how the grading of the college had been strengthened as the week went on by the observation of high quality teaching and learning in lessons. He said that the SAR report also served as a good source of background understanding for new governors and that the training exercises set by Mr Thompson at the focus morning had deepened governors' knowledge of interpreting performance data and analysing value added outcomes.

**ACTION: Clerk to add the digital innovation strategy to the agenda for the CSQ meeting on 22nd January 2019 and the next full Board meeting on 19th March 2019.
Full SAR report to be uploaded to governors' portal.**

- 12.2. **Governance Self-Assessment:** A summary of the governance self-evaluation questionnaire had been deferred pending return of completed forms. The process of evaluating the effectiveness of the governing body had begun at the Governors' Focus Morning on Saturday 13th October when the attendance report had been discussed. Attendance at meetings had been the key improvement target for 2017 – 18. The report showed an overall improvement in attendance at meetings and by individual governors at full governing body meetings. An emerging area for improvement was the self-assessment process for governance which governors recommended should be more closely aligned to the method adopted for the college SAR.

¹ Strategic College Improvement Fund

- 13. ANNUAL REVIEW OF STUDENT PROTECTION POLICY (SAFEGUARDING inc PREVENT) & UPDATES TO REGULATIONS:** Mr Graham introduced the updated Safeguarding / Child Protection Policy 2018 / 19 which had been circulated in the papers for the meeting. The draft highlighted the modifications and additions that had been made. Mr Graham explained the changes in relation to the revised statutory “Keeping children safe in education” guidance for schools and colleges which had come into force in September 2018. He referenced the increased focus on peer on peer abuse. Governors were advised of the police liaison arrangements and noted that the college Student Welfare Officer would be moving on from the college. The vacant post would be advertised. **Mr Garvey proposed the updated policy for approval and this was unanimously supported. The policy was approved and duly signed by Mr Garvey.**

14. ORAL REPORTS FROM GOVERNORS COMMITTEES:

- 14.1. Audit committee (22nd November 2018).** Since the previous meeting of the full governing body the Audit Committee had met on 22nd November 2018. Draft minutes of this meeting had been included in the papers and were taken as read. With reference to the appendices to the agenda, Mr Sheta reported that the committee had:
- 14.1.1.** Re-elected Mr Sheta as Chair and Mr Vianello as Vice-Chair of the Audit Committee each to a further two-year term of office
 - 14.1.2.** Revisited the Internal Audit Strategy / Plan for this year, 2018 – 19. The committee agreed the scope of a 3.5-day HR Audit assignment in January 2019 to review compliance with HR policies, and procedures including the redundancy process. This would be in addition to the audit strategy approved on 10th July 2018.
 - 14.1.3.** Prepared the annual report of the committee to governors and the Principal for the year 2017 – 18. The report had been included in the papers for the meeting and was received and accepted formally by the governing body in advance of consideration of the Financial Statements. A printed copy signed by Mr Sheta would be retained in the records of this meeting and a copy forwarded to the ESFA.
 - 14.1.4.** Reviewed the Risk Register for the current term
 - 14.1.5.** Confirmed the Board Assurance Framework (as reviewed and updated, summer 2018)
 - 14.1.6.** In joint session with the F&R Committee, received from and discussed with Buzzacott (Financial Statements Auditors) the Report and Financial Statements for the year ended 31st July 2018 and the unqualified post audit management report on the Financial and Regularity audits as included in the papers for this meeting.
 - 14.1.7.** Agreed, in conjunction with the F&R Committee that the letter of representation should be signed by the Chair of Governors and returned to the auditors.
 - 14.1.8.** Agreed an updated letter of engagement with Buzzacott (Regularity / Financial Statements Auditors) which was duly signed by Mr Sheta.

The Audit Committee would meet next on Tuesday 5th March 2019.

- 14.2. Finance and Resources Committee (25th September 2018 and 22nd November 2018);** Since the previous meeting of the full governing body, the F&R Committee had met on 25th September and 22nd November 2018. Minutes of the 25th September and draft minutes of 22nd November had been included in the papers and were taken as read. With reference to the appendices to the agenda, Mr Belfourd reported that the committee had:
- 14.2.1.** Re-elected Mr Belfourd as Chair of the Committee for a further two-year term of office
 - 14.2.2.** In joint session with the Audit Committee, received from and discussed with Buzzacott (Financial Statements Auditors) the Report and Financial Statements for the year ended 31st July 2018; the post audit management report on the Financial and Regularity audits and the letter of representation.

Mr Belfour introduced and explained the financial out-turn which had generated an operating deficit of £407k (£520k in 2017). The operational surplus for 2017/18 was £388,000 (2016/17 - £171,000) after adjustments for FRS102 pension movements, depreciation and deferred capital grants. Mr Belfour highlighted the affirmation that the college is a going concern and drew attention to the reference to the right to light monies in the management report.

On behalf of the F&R committee and the Audit Committee, Mr Belfour **recommended the audited Report and Financial Statements for the year ended 31 July 2018 (including the reports of the Board of Governors) for approval. This was unanimously agreed and the reports were duly signed by Mr Garvey and Mrs Flannery and would be submitted to the ESFA to meet the deadline of 31st December 2018. The letter of representation was also duly signed by Mr Garvey.**

14.2.3. Received the updated Health and Safety Policy statement supported by the operational manual of procedures and fire action policy following annual review. On behalf of the committee, Mr Belfour recommended the policy for approval and the statement for signing to confirm that adequate procedures are in place. **Approved and duly signed by the Chair and Principal.**

14.2.4. Monitored the financial performance / financial health of the college and reviewed work towards preparation of a new financial plan for 2019 with adjusted assumptions to take account of under-recruitment of learners for 2018 – 19. Mr Belfour referred to the monthly management accounts which are circulated to all governors and reminded governors that any points requiring clarification should be directed to the committee via the Clerk.

14.2.5. Monitored investments and interest rates and agreed to re-invest two fixed term deposits with the Allied Irish Bank for a further twelve months.

The F&R Committee would meet next on Thursday 28th February 2019.

14.3. Curriculum Standards and Quality Committee (20th September 2018): Since the previous meeting of the governing body the CSQ Committee had met on 20th September 2018. Draft minutes of this meeting had been included in the papers and were taken as read. Ms Rowe drew out some key areas from the minutes and reported that she and Mr Garvey had since participated in the college Quality Review day. Ms Rowe also advised that the election of co-chairs of the committee had been overlooked but would be on the agenda for the next meeting in January 2019. She expressed hope that the success of the first focus meeting with students in July would be repeated.

Ms Rowe described and commended the work of the London Sixth Form Partnership and reported on the meeting of the Governance group which she had attended with Mrs Lewis which had focused on effective methods of self-assessment of governance.

Mr Barber noted the engagement with Russell Group universities and suggested that the Cathedrals Group² of universities with Church foundations would also provide worthy and supportive opportunities for SFX students.

The CSQ Committee would meet next on Tuesday 22nd January 2019

14.4. Governance Committee (6th November 2018): Since the previous meeting of the governing body the Governance Committee had met on 6th November. Mr Garvey summarised the reference points of the committee which considered three practical aspects of the running of the governing body – how meetings are organised, ordered and run; the timing of meetings and the scheduling of dates in the term to maximise participation and meet the necessary cycle of business. Mr Garvey described how the board was deepening its knowledge and

² Also known as the Council of Church Universities and Colleges (CCUC)

understanding of what is going on in the college citing the interactive discussions with Heads of Department at CSQ committee meetings and the development of governor insight through the link governor concept. It was confirmed that some governors had volunteered to connect with the Heads of departments:

Mr Ebele – Mathematics

Ms Rowe – Business

Mr Opara – IT

Mr Garvey – RE

Ms Jones – Health and Social Care (volunteered post meeting)

Mr Garvey advised that the protocol for linking would be to work collaboratively with the Head of Department to get to know the curriculum department.

The Governance committee would meet next on Tuesday 11th June 2019

14.5. **Appeal Committee:** had not met

14.6. **Remuneration Committee:** had not met

15. **PRINCIPAL'S REPORT TO GOVERNORS (no 78):** Mrs Flannery introduced her report which had been circulated in advance of the meeting.

PREFACE: Mrs Flannery had prefaced her report with a reflection on the death of student Malcolm Mide-Madiarola and paid tribute to him and his family. Governors were concerned about the impact on the college community of students and staff. Mrs Flannery had written to parents and outlined the content of her letter. She described the safety measures that were in place including the purchase of a knife arch and wands. It was agreed that the most important message to reinforce with students was that they should continue with their education.

15.1. **Recruitment 2-18 / 19.** Mrs Flannery discussed the under-recruitment of students against target for the second year in succession and explained the graphical data illustrating the position. She described the demographic influences and the context of a similar position in most Sixth Form Colleges in London. Mrs Flannery outlined the design of a digital marketing campaign and other strategies, including contracting an interim marketing resource, being developed to engage with potential applicants. She confirmed that more traditional marketing and promotion would continue including a relentless interaction with schools.

Mr Garvey proposed expenditure of £10k beyond the agreed budget to cover these marketing initiatives. This was agreed.

Mr Ebele sought assurance that the digital marketing support would take account of what attracts students to SFX with clarity about the messages being put out to appeal to the market. Mr Sheta asked whether there had been a change in the level of retention in relation to the massive effort being put into recruitment. A 2% fall was reported and discussed exploring the management of pass rates, protection of outcomes, the impact of welfare situations and the changes in FE since the condition of funding was introduced requiring re-takes of Maths and English GCSE qualifications.

Mrs Flannery reported the impact of the under-enrolment of students on the college finances. Because of lagged funding arrangements the 6.7% reduction in total student numbers exacerbated by an increase in the proportion of older students funded at £700 less per head would have a net effect of a shortfall in the grant income for the following year (2019 – 20) of £427k. The scale of the funding loss was acknowledged to be significant and would necessitate continuing contraction of the college staffing numbers by a further 12 FTE over the next two years and a rebasing of assumptions in the financial plan. Mrs Flannery advised governors that whilst the CSR might review the funding base rate this could not be factored into the financial plan and the redundancy (including compulsory) programme would need to be followed through to counter the shortfall along with non-replacement of leavers.

[Fr O'Shaughnessy arrived at 7.35pm].

Mrs Flannery's report noted a GLA demographic projection for 16 – 18 year olds for 2008 – 2030; key features of the enrolment for 2018; patterns of recruitment and top feeder schools. She reviewed the data and summarised the student profile of the college. The Catholic population was noted to have dropped by 1% to 29% (national lowest in a Catholic SFC is 12%). A shift was noted in the balance between applied general courses (68%) and A Level (32%). An increase in the male student population was discussed. Mrs Flannery commended the teaching staff on how well they had accepted changes in what they teach. She commented that the challenge of competition remains in London where a significant number of schools offer a post 16 provision but without the breadth of courses offered at SFX.

- 15.2. **Quality and Achievement.** Mrs Flannery's report made observations on quality and achievement outcomes illustrated with data produced by *pro-Achieve*. From the three year Achievement, Retention and Pass Rate trend she noted an improvement in the overall pass rate to 95.7%. She explained and analysed the data reports and tables set out in the report referencing back to the college SAR which had been discussed earlier in the meeting.
- 15.3. **Progress (Value Added).** Related to discussion of the SAR earlier in the meeting.
- 15.4. **Destinations.** Mrs Flannery noted that the overall destination summary graph showed that 92% of completing students continue into education. She confirmed that the college is successful at tracking former students who mostly have positive destinations.
- 15.5. **Performance Tables.** Mrs Flannery advised that these were provisional key performance indicators in advance of the DfE performance tables which would be published in January 2019.
- 15.6. **Strategic Planning.** Mrs Flannery noted good progress against the in-year strategic objectives. She added that the college was piloting the introduction of T Levels and preparing extended 45 day work experience placements in IT. The new three year strategic plan for 2019 – 2022 would be circulated amongst governors for feedback.
- 15.7. **Staff Changes** were noted from a summary at Appendix D
- 15.8. **SFX Football Academy** progress and success was noted
- 15.9. **College Events and Student News:** Mrs Flannery reflected on the extent and variety of activity and also referred to Appendix E which summarised examples of work related trips / activities / enrichment in curriculum areas. A supplement to the report detailing examples in the performing arts department had been circulated separately. She thanked staff for their goodwill in providing curriculum enrichment opportunities for the students.

Mrs Flannery proposed the recommendation from the science department that the Professor Keohane award prize of £300 be split between two students Bradley Marimbire and Kaya Franks and described why they had been nominated as recipients. **Unanimously accepted.**

Mr Garvey proposed thanks and congratulations on the excellent work of the college despite challenging circumstances.

Principal's report accepted.

16. GOVERNANCE: Chair / Clerk

- 16.1. **Committee Membership:** Current committee membership showing vacancies had been included in the papers for the meeting. It was unanimously agreed that Ms Taylor and Ms Meier should be co-opted as non-governors to join committees where their skills would be best suited. On appointment as foundation governors they would automatically convert to

become governor members of those committees on which they were serving without further referral to the full governing body.

- 16.2. **Governor Engagement:** Governors were invited to report back from meetings / conferences etc they had attended since the previous meeting.

Mr Ebele confirmed that the AoC³ Governor Induction session he had attended had been a useful and relevant event.

Ms Rowe and Mrs Lewis had attended the London Sixth Form Partnership Governance group meeting on 9th October. Governance self-assessment had been the theme for discussion and sharing of good practice. There had been some good ideas and it had been agreed to share materials.

Mr Belfour and Ms Rowe would be attending the parliamentary reception arranged by AoC, London on 12th December.

Mr Belfour commented on the restricted offer of training provided for governors of Catholic sixth form colleges. Mr Barber referred to *Formatio*, an organisation creating the CES⁴ national strategy for the formation of teachers, leaders and governors in Catholic schools and colleges. He explained that on-line training for governors was currently in development, and it was hoped that the first modules would be available early next year.

- 16.3. **Review of Focus morning, 13th October 2018.** Mr Garvey commended the format and content of the morning particularly the L3VA⁵ working exercise which Mr Thompson had compiled.

- 16.4. **Vacancies:** Governors noted that there was a vacancy for a parent governor and also two foundation governors (for which appointments were pending).

17. ANY OTHER BUSINESS:

- 17.1. Mr Garvey summed up the discussions, developments and issues facing the college and governing body including the ongoing financial challenge which had been intensified by the under-recruitment of students for the current year. It was confirmed that the Diocese would make the anticipated donation of right to light compensation monies paid by the developer of the care home. Mr Garvey expressed confidence in the college reflected in the Ofsted judgement that the college was good and confirmation from the ESFA of good financial health. He commended the staff and leadership of the college and wished everyone a happy Christmas.

18. Governors were satisfied that the information received and all decisions taken at this meeting were centred on improving the experience and levels of achievement of students of St Francis Xavier College in a safe environment that promotes British Values, equality, diversity and inclusion.

The meeting closed at 8.10pm

SIGNED _____

DATE _____

Date of next meeting of the full Board of Governors: Tuesday 19th March 2019

³ Association of Colleges

⁴ Catholic Education Service

⁵ L3VA = Level 3 Value Added