

## Newham Sixth Form College

### Corporation

#### Minutes of the meeting held on 25 March 2019

**Present:** Gail May (Chair and independent member), Joanne Dean (Vice-Chair and independent member), Julia Shelton (independent member), Jay Nair (independent member), Martin Oakeshott (independent member), Katharine Young (independent member), Shawab Iqbal (independent member) Rayon Walters (staff member (teaching)), Elizabeth Harris (staff member (support)), Miklos Sarosi (parent member), Mandeep Gill (Principal and Chief Executive Officer)

**In attendance:** Ray Ferris (Vice Principal), Nick Christoforou (Director of Finance and Resources), Tracy Oko (Director of Student Services), Penny Warburton (Associate Principal, A-level and Value Added – for items 1 and 2), Magdalena Johnson (Associate Principal, Progression – for items 1 and 2) Paul Baglee (Clerk)

Apologies for absence were received from Julianne Marriott, Sadia Wahida and Maisha Rafiq Raina. Apologies for lateness were received from Miklos Sarosi and Jay Nair.

#### 1. **Declarations of interest**

There were no pecuniary interests declared.

#### 2. **Strategic plan**

Members received and considered the draft strategic plan for 2019 to 2022.

Members were advised that plan set out the college's mission and vision that had previously been accepted by the Corporation. There are three strategic objectives:

- **Strategic objective 1:** to have the best teaching, learning and curriculum in Newham and beyond
- **Strategic objective 2:** to be recognised as an inclusive and supportive college providing a holistic student experience
- **Strategic objective 3:** ensuring financial stability to allow continual investment in our resources and estate

There were currently 21 proposed key performance indicators against these objectives. The Corporation split into three groups to review, and where possible, rationalise these indicators with the following observations:

**a) Strategic objective 1**

- Performance measures could not be introduced for the digital structure and infrastructure KPI until the strategy was developed and implemented. These were the targets for year 1 and 2.
- Members recognised the interconnection between the targets across the objectives, particularly in relation to academic performance and staff recruitment and retention.
- Punctuality could be removed as a KPI
- The Lesson observation target was too challenging and straight-lined
- The KPIs should be realistic and there should be benchmarks

**b) Strategic objective 2**

- There needs to be a KPI to measure inclusion
- The ESFA enrolled students measure should be moved to strategic objective 3
- There needs to be greater definition on the validity of the student satisfaction KPI with clarity on the response rates and satisfaction rates for individual courses. The target needs to be incrementally increased from 90% in year 1 to 91% in year 3.

**c) Strategic objective 3**

- The estates project KPI should be removed
- The staff satisfaction KPI needs to be more sophisticated and more closely related to the delivery of strategic objectives, e.g. absenteeism is an indicator of staff satisfaction. The HR team should be asked to identify the data that should be regularly reviewed.

Members made the following supplementary comments about plan (*responses in italics*):

- The plan is clear, it heads in the right direction and it's realistic.
- Could access to HE courses be added? *A bid for adult education funding has been submitted to the GLA and we'll know the outcome in the summer term. If we are successful an operational delivery plan will be prepared for implementation.*
- On page 7 (of the draft plan) greater clarity is required on the bullet points under "work-force development strategy" to fully articulate the solutions-focused approach and under "digital strategy to transform teaching, learning and student support" to highlight the need for the development of an infrastructure. *The Principal agreed review these points and amend the plan accordingly*
- Will the final version of the plan incorporate staff feedback? *Yes.*

## **Decisions:**

### **Key performance indicators**

- Punctuality should be removed as a KPI (SO1)
- The lesson observations targets should demonstrate progression from the current position – 89% in 2019/20, 90% in 2020/21 and 90%+ in 2021/22 (SO1)
- A KPI should be added to for inclusion to measure the reduction in attainment gaps between (SO2)
- The student satisfaction KPI needs to include validation data (e.g. in terms of the response rate) and the targets should be made more challenging in years 2 and 3 – 90% in 2019/20, 90.5% in 2020/21 and 91% in 2021/22 (SO2)
- The ESFA enrolled students KPI should be moved from strategic objective 2 to strategic objective 3 (SO2 and SO3)
- The estates project KPI should be removed (SO3)
- The HR team should be asked for feedback on reportable performance data to support strategic objective 3. The Principal to liaise with the Chair and Vice-Chair to agree any amendments. Regardless of the outcome, the “staff survey” KPI should remain.

### **Overall**

**The Corporation agreed to receive the final version strategic plan at its meeting of 22 May 2019 for approval.**

### **3. Campus masterplan**

Member received and considered a report on the campus masterplan. An updated version of the report was tabled at the meeting.

Members were advised of the outcome of the pre-planning application review of phase 2 by Newham Council. They were asked to consider forming a steering group to prepare for the next stages of the project.

The Chair advised the Corporation that she had developed links with corporation chairs from other colleges who had undertaken major capital developments. They had offered to share their learning.

#### **Decision: members agreed that:**

- **before a steering group was formed there should be a further conversation with project team to reflect on sustainability of the principles that formed the original masterplan in 2012 and to consider alternative solutions.**
- **visits should be scheduled to see how other colleges had managed major capital developments**

Members also noted the importance of the work of the governance and search committee in seeking a candidate with strategic experience of major capital projects.

**4. In year progression against targets**

Members received and accepted a report on in-year progression against targets.

**5. Courses requiring improvement**

Members received and accepted an update report on courses requiring improvement.

**6. Student applications and school liaison update**

Members received and accepted an update report on student applications and school liaison.

**7. UCAS applications and offers**

Members received and accepted a report on UCAS applications and offers.

**8. London Sixth Form Colleges Partnership**

Members received and accepted a report on the London Sixth Form Colleges Partnership.

**9. Prevent duty risk assessment**

**Decision: on the recommendation of the Audit and Scrutiny committee, members accepted the update report on the Prevent duty risk assessment.**

**10. 2018/19 external audit performance indicators**

**Decision: on the recommendation of the Audit and Scrutiny committee, members accepted the 2018/19 external audit performance indicators.**

**11. Internal audit visit reports**

**Decision: on the recommendation of the Audit and Scrutiny committee, members accepted the internal audit visit reports on student number forecasting and curriculum planning**

**12. Minutes of the meeting held on 13 February 2019**

The minutes of the meeting held on 13 February 2019 were agreed as an accurate record and signed by the Chair.

**13. Minutes of the meeting of the governance and search committee held on 13 February 2019**

Members received and noted the minutes of the governance and search committee held on 13 February 2019.

**14. Minutes of the meeting of the audit and scrutiny committee held on 27 February 2019**

Members received and noted the minutes of the audit and scrutiny committee held on 27 February 2019

## **15. Training session on insolvency and intervention**

Members were advised that Joanne Dean had organised a free training session for members and senior staff to be delivered by Stone King at their offices in central London on Monday 20 May 2019 from 4pm to 6pm.

**Action: members to inform Joanne Dean whether they are able to attend by 29 March 2019. Unfilled places would then be offered to London Sixth Form College Partnership corporation members and senior staff.**

## **16. Association of Colleges**

Members were advised that Gail May and Joanne Dean had been appointed to the AoC Governance Council. The AoC had recently appointed Kurt Hall as a governance adviser had he had been invited to attend the next meeting of the Corporation as an observer.

## **17. Retirement of the Clerk**

Paul Baglee advised members that he would be retiring from his substantive post at Newham Partnership Working Ltd on 30 September 2019 and he would therefore be stepping down as Clerk.

Members were advised that the Governance & Search committee had reviewed the clerking service and an advertisement would be placed for a dedicated clerk. The aim was to make an appointment in time for a handover period.

## **18. Meeting dates 2018/19**

Summer Wednesday 22 May 2019

Monday 1 July 2019

Both meetings to start at 6.30pm

## **19. Confidential items**

Staff members, other than the Principal and Chief Executive, and senior members of staff withdrew for the confidential items recorded in appendix 1.

**Appendix 1**

**Corporation decision tracker – 25 March 2019**

Issue	Decision/Action	Who actions	Date completed
Strategic plan	<p><b>Key performance indicators</b></p> <p>Punctuality should be removed as a KPI (SO1)</p> <p>The lesson observations targets should demonstrate progression from the current position – 89% in 2019/20, 90% in 2020/21 and 90%+ in 2021/22 (SO1)</p> <p>A KPI should be added to for inclusion to measure the reduction in attainment gaps between (SO2)</p> <p>The student satisfaction KPI needs to include validation data (e.g. in terms of the response rate) and the targets should be made more challenging in years 2 and 3 – 90% in 2019/20, 90.5% in 2020/21 and 91% in 2021/22 (SO2)</p> <p>The ESFA enrolled students KPI should be moved from strategic objective 2 to strategic objective 3 (SO2 and SO3)</p> <p>The estates project KPI should be removed (SO3)</p> <p>The HR team should be asked for feedback on reportable performance data to support strategic objective 3. The Principal to liaise with the Chair and Vice-Chair to agree any amendments. Regardless of the outcome, the “staff survey” KPI should remain.</p>	MG	
	<p><b>Final version of the plan to be submitted to the next meeting for approval</b></p>		
Campus masterplan	<p><b>Further conversation to take place with the project team to reflect on the sustainability of the principles that formed the original masterplan in 2012 and to consider alternative solutions</b></p>	MG/NC	

	<b>Visits to be scheduled to see how other colleges managed major capital developments</b>		
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<b>Issue</b>	<b>Decision/Action</b>	<b>Who actions</b>	<b>Date completed</b>
Prevent duty risk assessment	<b>Prevent duty risk assessment accepted</b>	TO	25 Mar 19
External audit KPIs	<b>External audit KPIs accepted</b>	NC	25 Mar 19
Internal audit reports	First visit internal audit reports accepted	NC	25 Mar 19
Insolvency and intervention training	Members to advise Joanne Dean of their availability for a session on 20 May	Corp	29 Mar 19
Safeguarding	<b>Member communication protocols agreed in the event of contact by third parties</b>	TO	25 Mar 19
Pay award	<b>Report on pay award implementation to be presented to the next meeting</b>	MG	

**Carried forward from 25 March 2019**

<b>Issue</b>	<b>Decision/Action</b>	<b>Who actions</b>	<b>Date completed</b>
Link members	The focus for learning walks to be agreed in advance and report protocols to be established	RF	C/fwd
LSFCP	Governors/clerks from other GBs can be invited to attend meetings	PB	C/fwd
British Values & Prevent	Governor visit to be organised to new reflection and faith room	TO	C/fwd
GB standing orders	To be reviewed	PB	C/fwd
Marketing update	Governors' pages on college website to be updated and re-purposed	PB/AC	C/fwd