

Meeting: Corporation Part A Meeting

Date: 10 October 2017

Venue: G56, Bromley College, Rookery Lane campus

Present: Stephen Howlett (Chair), Frank Toop, Sam Parrett, Nicholas Bennett, Marek Michalski, Charles Yates, Katy Woolcott, Victoria Peter Absalom, Mark Burnett, Angela Hands, Kath Clark, Stephen Brain, Alan Carey, Daniel Goodwin and David Eastgate

In attendance: Jon Allen (Clerk), Andrew Slade, John Hunt

1	<p>Welcome, Apologies, and Declaration of Interests The Chair welcomed Daniel Goodwin to his first meeting.</p> <p>Apologies had been received from Penny Bance and JT. David Eastgate had informed the Clerk that of his late arrival for this meeting due to work commitments.</p> <p>There were no declared interests against any agenda item.</p>	
2	<p>Chair's Opening Comments The Chair confirmed that it was a great honour for him to be appointed Chair and he looked forward to working with all governors. The Chair thanked governors for their participation in the one-to-one interviews that had been arranged with him.</p> <p>The Chair reaffirmed that the expectation is for governors to have read the papers in order that authors may present the key points, and the recommendations, being put to the Corporation for approval. The Chair reminded governors that they need to seek assurances, challenge where appropriate and monitor college performance. Governors must not get involved in operational detail.</p> <p>The Chair has requested that the authors of papers use the coversheet to summarise the main points and the decisions being asked of governors, with the reports not exceeding five pages in length.</p> <p>Training has been held on paperless meetings but there are issues centred on the College's SharePoint and the Clerk has been tasked to explore a range of dedicated packages that support paperless meetings. The aim is to have in place a new package before the start of the autumn committee meetings.</p> <p>The Chair concluded that he would welcome feedback and comments as to how he chairs the meeting. He added that he believes firmly in openness and transparency.</p>	<p>Executive</p> <p>JK/JA</p>
3	<p>Minutes of the Previous Meeting held 06 July 2017 These were approved and signed by the Chair as an accurate record of the meeting.</p>	
4	<p>Action Log An update was received on all action points agreed at the previous Corporation meeting. All action points had been completed to the satisfaction of the Corporation.</p>	

<p>5</p>	<p>Chair's Action The Standing Orders for the Corporation confirm that the Clerk may obtain the agreement in writing of the Chair (or in his absence, the Vice-Chair) of the Corporation, to make decisions on behalf of the Corporation, subject to any such decision, taken under Chair's Action, shall be reported to the next available ordinary meeting of the Corporation.</p> <p>Following the acquisition on 01 August by LSEC of the Bexley Youth Training Group (trading as Skills for Growth), Chair's action was required to confirm the appointment of Trustees to the Board of the Bexley Youth Training Group (trading as Skills for Growth) and to confirm the appointment of the Chair to the Bexley Youth Training Group (trading as Skills for Growth).</p> <p>The use of Chair's Action was NOTED.</p> <p>Clarification was sought as to whether the Standing Orders define the scope of the actions that may be taken under Chair's Action. The Clerk confirmed there was no definition of this provided in the Standing Orders. It was agreed that this should be subject to further review in the forthcoming governance review (a later agenda item).</p>	<p>JA</p>
<p>6</p>	<p>London South East Academies Trust Members Update The Corporation received, for information purposes, a copy of the written resolution agreed by Members of the London South East Academies Trust to appoint the Chair of the Corporation to be a Member of the Trust.</p>	
<p>7</p>	<p>Principal's Report</p> <p>In addition to the topics covered in the Principal's report, additional updates were received and NOTED on:</p> <ul style="list-style-type: none"> ➤ The recent Ofsted inspection of Bromley Trust Alternative Provision (BTA) and the 'Good' outcome from the inspection which was welcomed by the Board. The Board placed on record thanks to the Head Teacher and the school staff for their professionalism during the inspection and for their hard work in ensuring the School achieved such a good inspection outcome. ➤ SHaW planning update with confirmation given that the planning application is to be considered by the Council's Planning Committee in November. ➤ Biggin Hill and the new risks on Council capital support arising from the change in the Leader of the Council. ➤ Positive developments on the possible relocation of the Greenwich campus with alternative site options emerging in Greenwich centre. <p>The key focus of the report is the KPI framework and monitoring of college performance against agreed KPIs and to approve the KPIs for 2017-18. The Principal invited comments from governors on the proposed data dashboard and the proposed KPIs for 2017-18.</p> <p>The Chair proposed that, for future meetings, the KPI Report should be a stand-alone agenda at the commencement of the meeting. The report should provide a brief commentary on the risks and actions being taken to address 'Red' and 'Amber' assessments. The details that are reported upon in the academic report</p>	<p>SP</p>

	<p>and the financial report should be the responsibility of the Committees and, therefore, these reports should go straight to the respective committee rather than to Corporation meetings. The Corporation should be concerned with just headline strategic matters with the detail left to the Committees.</p> <p>In terms of feedback received from Governors, the following points were noted:</p> <ul style="list-style-type: none"> ➤ Governors need to be able to monitor trends and trajectory - can this be incorporated within the data dashboard? ➤ Achievement rates are annual KPIs - curriculum KPIs on in-year performance are required ➤ Can a KPI covering employer/community engagement be added to the data dashboard? ➤ Goal 3 - need KPIs to reflect HR, such as staff turnover, staff absence ➤ Do we need so many financial KPIs - would recruitment KPIs across all major funding streams be better for showing financial progress? <p>The Board members expressed their thanks, and wanted this placed on record, for the work undertaken to date on drafting the data dashboard. This will be a critical document for the Board to monitor progress against the strategic objectives in the College's Strategic Plan.</p> <p>Subject to the amendments proposed at this meeting, it was RESOLVED to approve the KPI targets for 2017-18.</p>	<p>SP</p>
<p>8</p>	<p>Academic Performance Report</p> <p>The College is still predicted to have positive achievement rates as presented in the July Corporation meeting. There are still results being finalised to the end of October, which include remarks on learners' work still coming back from awarding bodies. These data sets will be the first merged data sets for London South East Colleges published externally.</p> <p>The recent significant educational policy reforms will continue to impact nationally on all Colleges. Last year these changes included new more difficult English and maths qualifications in conjunction with vocational qualifications that now have externally set end point assessments.</p> <p>The College's significant increase in English and maths learner numbers, 40% of all qualification aims, means it is difficult to have complete comfort in the final results. GSCE English and maths comparable achievement rates have improved for 16-18 year olds for 9-4 grades, the old A*-C.</p> <p>It has been reported nationally that, due to the increase in learners completing English and maths qualifications, and due to other education policy changes, the General Further Education National overall achievement National Rate will decline.</p> <p>A detailed review of last year's performance will be presented at the next Curriculum and Quality meeting through the Self-Assessment Report process and reported to the Board in December.</p> <p>The Corporation sets achievement targets at this meeting for the current academic year and, once approved, the targets get cascaded to the curriculum</p>	

	<p>teams.</p> <p>It was RESOLVED to approve the following targets for 2017-18:</p> <ul style="list-style-type: none"> ➤ All curriculum areas must achieve the National Rate (NR) or above if the College rate is higher ➤ Areas above the NR will improve by 2% with 1% of this target being a stretch target 	
9	<p>Financial report</p> <p>Due to the Finance Committee meeting not taking place as scheduled for last week, the Corporation received two reports - the first reporting on enrolment and the second being the draft the Management Accounts for the year ended 31 July 2017.</p> <p>The Corporation noted and welcomed the positive enrolment data, especially on 16-18 recruitment. Taking into consideration expected withdrawals within the first 42 days, and planned in-year recruitment, it is expected that the College will meet or exceed the ESFA learner number contract for the year.</p> <p>Adult recruitment is progressing and continues throughout the year, but enrolment levels are lower than budgeted for.</p> <p>HE enrolment is forecast to be close to the funding target.</p> <p>Apprenticeship recruitment is reasonably strong and close to the overall target.</p> <p>The draft Management Accounts for the year ended 31 July 2017 show the adjusted operating deficit for the year prior to FRS102 pension adjustments and exceptional merger costs of £875k. The overall operating deficit for the year will be known once details of the FRS102 pension charges have been received from the Actuary. For the time being, the FRS102 pension charges have been accrued to forecast and this shows an overall operating deficit for the year of £1.497m, against a budget and latest forecast for the year of £1.99m. This is £490k better than forecast in the period 10 Management Accounts, which took account of the successful EFA business case. This significant improvement is mainly attributable to a £260k reduction to the accounting adjustment in respect of annual leave which had been accrued but had not been taken, together with lower subcontracting costs, and other expenditure efficiencies.</p> <p>Although the accounts are not yet finalised, it is anticipated that the financial health score for the College will be 'Satisfactory' as originally forecast for the year. As previously discussed, the College was likely to breach two of the Barclays Bank Loan Covenants. The year-end results confirm the breach of one Covenant, although it is much more marginal than originally expected. Both Barclays and Allied Irish Bank (AIB) have provided letters of assurance that this breach will not result in any sanctions against the College.</p> <p>It was RESOLVED to note the financial updates made available</p>	
10	<p>Safeguarding Annual Report 2016-17</p> <p>Dith Banbury joined the meeting to present the report.</p>	

	<p>An annual safeguarding report is made available to the Corporation in the autumn each year with a mid-year report considered in the spring term. This report serves two purposes:</p> <ul style="list-style-type: none"> • To enable governors to monitor compliance with the College's statutory/legal responsibilities with respect to safeguarding and to identify areas for improvement • To inform the Principal and Senior Management Team and to enable them to monitor and address, where necessary, any safeguarding concerns. <p>The report covered the period 01 August 2016 to 31 July 2017.</p> <p>Following review of the report, the Corporation was satisfied the College had suitably discharged its duties in this statutory area of its operations since the last review undertaken in October 2016.</p> <p>Dith Banbury left the meeting at the conclusion of this agenda item.</p> <p>At this point, David Eastgate joined the meeting and introductions were made.</p>	
11	<p>Annual Operating Statement As most of the points covered in the report had been addressed under earlier agenda items, it was RESOLVED to note the 2017/18 Annual Operating Plan and Key Priorities.</p>	
12	<p>Future Governance Arrangements The Chair introduced this report.</p> <p>The Chair confirmed he was impressed by the success of the Group in recent times. However, in a rapidly changing and challenging world, both within the Group and in the external environment, there remains much to be done to ensure the Group is fully effective. As a result, the Chair has reflected on the need for the Corporation to be satisfied that it has the appropriate governance structures for the future. The paper sets out the headline changes in both the environment and the Group. The recent review commissioned by the CEO concluded that the organisation's leadership and governance should be organised in a way to mitigate risks and act decisively. The proposed governance review, involving all Governors, will enable the Board to reflect and decide on the best way forward.</p> <p>It was RESOLVED to approve the governance review and to arrange a series of one to one interviews with each governor and the external consultant, and for the Board to receive recommendations arising from the review in the spring term.</p>	JK/JA
13	<p>A Competency Framework for Governance The framework published by the Department for Education outlines a competency framework for governance of academies.</p> <p>Subject to contextualising the framework to be appropriate for further education, the recommendation to the Corporation is to adopt the framework and to task the Clerk to draft an annual governance self assessment process based on the framework.</p>	

	It was RESOLVED to adopt the Competency Framework for governance, subject to it being contextualised to be appropriate for further education, and for the Corporation's self assessment of governance to be based on the framework.	JA
14	Any Other Business There was no other business.	
15	Date of Next Meeting Tuesday 05 December 2017 @17.30	

The Part A and Part B meeting closed at 19.45.

Signature of Chair: 

Date: 5/12/17