

# QUEEN ELIZABETH SIXTH FORM COLLEGE

## Minutes of the Meeting of the Board of the College Corporation Held on Thursday 9<sup>th</sup> March 2023

Present: Emma Chawner  
Iain Clyde (Chair)  
Lewis Davis  
Rachael Duff  
Tim Fisher  
Stephen Heath  
Mavis Lord  
John McCann  
Jenny Pan  
Vicky Snowball  
David Warman  
Andrew Wilson  
Parent Governor 2\*

Apologies: Jo Barrett  
Calvin Kipling  
Emma Hickerson  
Hannah Malik

In attendance: Theresa Amarawansa  
Meirion Baker  
Laurence Job  
Nicola Wade (Acting Clerk)

*\*name redacted for issues of confidentiality*

Ref:		Actions
1/23	<u>Welcome</u> The Chair welcomed the Board to his first meeting as Chair and welcomed John McCann to his first Board meeting.	
2/23	<u>Declarations of Interest</u> Emma Chawner declared that her husband, James Chawner, is now working as a Finance Officer at the College, and this is recorded on the Register of Interests.	
3/23	<u>Urgent Business – Teachers’ Pay</u> The Principal provided an update on the Teachers’ Pay Agreement 2022-23. Although an agreement has not been reached between the Staff Side and Employers’ Side, and the main teaching unions remain in dispute with the Secretary of State, the National Joint Council (NJC) is recommending that colleges uprate teachers’ pay in line with the offer made by the Employers’ Side (5%, increasing to 8.9% for those on lower bands) and backdate this to 1 <sup>st</sup>	

Ref:		Actions
	<p>September 2022. This will represent around a 5-6% increase on costs for the College, against a budgeted increase of 4.5%. The Principal sought approval from the Board to follow the NJC recommendations and implement the uprate in teachers' pay.</p> <p>Governors asked if the pay increase would be given without prejudice to the ongoing dispute and the Principal confirmed that this would be the case. Governors also asked that if a final settlement were reached and the pay award was higher than 5%, would it be considered. The Principal confirmed that any further agreements would be considered, but it is likely that further agreements will be in relation to pay for the next academic year.</p> <p>The Board <b>approved</b> the NJC recommendations on an uprate in pay for Teaching Staff, backdated to 1<sup>st</sup> September 2022.</p>	
4/23	<p><u>Urgent Business – Appointment of Director of Governance</u> The Acting Clerk left the meeting.</p> <p>The Board discussed the role and <b>approved</b> the appointment of Nicola Wade as Director of Governance, retaining the role of PA to the Principal, subject to the necessary HR processes.</p> <p>The Acting Clerk returned to the meeting.</p>	
5/23	<p><u>Urgent Business – Review of Board meetings structure</u> The Chair informed the meeting that he, the Vice Chair, the Principal and the Acting Clerk have discussed the structure of Board meetings with the view to achieving a greater balance between time for sufficient detailed scrutiny and discussion of strategic matters. It is proposed that, going forward, many of the senior management reports will first go to a committee for detailed scrutiny and then the key issues shared and discussed at Board level. All Governors will still receive the full reports so that they can examine the detail, but this process should free up more time in Board meetings for greater discussion of strategic matters. The Chair reminded the Board to keep questioning whether the information shared enables them to clearly see the links between strategic aims and associated risks, and whether it provides assurance that the risks are being mitigated. He also proposed the addition of a new Strategy Group with the purpose of considering strategic matters in detail before making recommendations to the full Board.</p> <p>Governors confirmed their support for the proposals and asked that the changes be kept under review.</p>	
6/23	<p><u>Minutes of the Board Meeting Held on 8<sup>th</sup> December 2022</u> The minutes were <b>approved</b> as a true record with one amendment on page 6 to change the word 'though' to 'thought'.</p>	
7/23	<p><u>Matters Arising</u> None – all actions have been completed.</p>	

Ref:		Actions
8/23	<p><u>Governor Training – Governor Oversight</u> The Acting Clerk introduced an activity for governors to work in small groups and consider the following questions:</p> <ul style="list-style-type: none"> <li>• What are the College’s strengths and weaknesses and how are the College’s weaknesses being addressed?</li> <li>• What is meant by ‘curriculum’ and what is the role of local employers in shaping this?</li> <li>• Are governors looking after staff wellbeing?</li> <li>• How do governors monitor the College?</li> <li>• How do governors know safeguarding at the College is effective?</li> </ul> <p>Governors shared their answers with the full meeting and highlighted areas where they would like more information. They agreed that learning walks provide an excellent opportunity for governors to verify the information they receive and to gain a greater understanding of the College. The Acting Clerk is to share a calendar of College events; suggested dates for learning walks and the latest Staff Wellbeing guide.</p>	Clerk
9/23	<p><u>Academisation Developments</u> <i>[Confidential details redacted]</i></p> <p>The Chair asked the Board to pass a resolution to take conversations with proposed partners to the next stage, which would include seeking the opinion of the DfE and to review a more concrete proposal at the next Board meeting.</p> <p>The Board unanimously <b>approved</b> the resolution.</p>	
10/23	<p><u>Latest SFCA Update</u> The Principal referred to the update and confirmed that there was nothing of significance to add.</p>	
11/23	<p><u>Risk Update</u> The Principal reminded the Board of the roles of the Audit Committee and Senior Management Group in regularly reviewing the College’s Risk Register and emerging risks. He provided the Board with an overview of the high level risks currently being managed by the College:</p> <ul style="list-style-type: none"> <li>a) Building project – financial risks, as well as general safety risks associated with building works</li> <li>b) Demographic dip – due to hit the College in the next 3-4 years and is due to be long lasting</li> <li>c) Safeguarding – this is very well managed by the College and the Chair is now acting as the College’s Safeguarding Lead Governor</li> <li>d) Changes in government and government policy – the College is unable to control these risks but needs to remain an agile organisation and respond to opportunities</li> </ul> <p>Governors asked that the full Risk Register be made more easily accessible to all members.</p>	Clerk

Ref:		Actions
12/23	<p><u>Safeguarding Report and Action Plan</u></p> <p>As Interim Safeguarding Lead Governor, the Chair provided an introduction to the Safeguarding Report and Action Plan and informed the Board about his recent meeting with the College's Designated Safeguarding Lead. He highlighted mental health issues as the most significant safeguarding matter currently facing the College and noted the appointment of a second counsellor, increasing the capacity of College support available.</p> <p>The Vice Principal (DSL) referred to the action plan and governors <b>approved</b> the plan for 2022/2023.</p>	
13/23	<p><u>Whole College Reports</u></p> <p>The Principal explained the new format of presenting Whole College Reports to the Board, whereby rather than senior managers spending time in Board meetings presenting their reports, the reports will in the future go to Committees for scrutiny and Governors will be provided with the full reports and a summary prior to Board meetings. This will leave more time in meetings for questioning and discussion of strategic matters.</p> <p>Governors confirmed that they are happy with the new format of reporting and <b>accepted</b> the following Whole College Reports:</p> <ul style="list-style-type: none"> <li>• Compliments and Complaints Report</li> <li>• Destinations Report</li> <li>• EDI Report</li> <li>• Estates, Health &amp; Safety Report</li> <li>• Staff Development Report</li> <li>• Whole College Quality Improvement Plan</li> </ul>	
14/23	<p><u>New Policies</u></p> <p>The Acting Clerk referred to the three new policies for review:</p> <ul style="list-style-type: none"> <li>• Communication to Parents and Carers</li> <li>• Investments</li> <li>• Reserves</li> </ul> <p>The Investments and Reserves policies had been reviewed and recommended by the Finance &amp; Resources Committee.</p> <p>The Board <b>approved</b> the three policies.</p>	
15/23	<p><u>Curriculum &amp; Standards Committee – key points and items for recommendation</u></p> <p>The Acting Clerk summarised the key points of the meeting (below) and explained that there were no items for recommendation to the Board.</p> <ul style="list-style-type: none"> <li>• November GCSE resit results are considerably higher than the national average</li> <li>• Concerns over three subjects – the Committee is satisfied with the measures in place to support two subjects, but one requires further consideration</li> <li>• Whole College Self Assessment Report 2021-22 was approved</li> </ul>	

Ref:		Actions
	The Board <b>accepted</b> the Committee Report.	
16/23	<p><u>Search &amp; Review Committee – key points and items for recommendation</u> The Acting Clerk referred to the key points from the meeting (below) and identified the items recommended by the Committee for approval by the Board.</p> <ul style="list-style-type: none"> <li>• Calvin Kipling’s term of office due to expire in December 2023</li> <li>• Jo Barret and Vicky Snowball were recommended for a second term of office</li> <li>• Emma Chawner and David Warman recommended to join the Remuneration Committee</li> <li>• Emma Chawner Recommended to Chair the Remuneration Committee</li> <li>• Rachael Duff recommended to join the Search &amp; Review Committee</li> <li>• Governor attendance is higher than last year</li> <li>• All Governors to complete a Learning Walk this academic year</li> <li>• Three External Review of Governance providers were considered for appointment</li> </ul> <p>The Board <b>approved</b> the reappointment of Jo Barratt (Independent) and Vicky Snowball (Staff) for a second term of office, until 31<sup>st</sup> March 2027.</p> <p>The Board <b>approved</b> the Membership of Committees as at March 2023, with the addition of Iain Clyde as the Interim Safeguarding Lead Governor.</p> <p>The Board <b>approved</b> StoneKing as their choice External Governance Review provider.</p> <p>The Board <b>approved</b> the revised Standing Orders.</p> <p>The Board <b>approved</b> the new Code of Conduct and members present signed the associated declaration.</p>	
17/23	<p><u>Audit Committee - key points and items for recommendation</u> The Audit Committee Chair gave a verbal update on two items for approval:</p> <ol style="list-style-type: none"> <li>a) The proposal to change an item on the Internal Audit Plan from ‘Performance Management’ to ‘Skills Agenda’</li> <li>b) The pause in the retender of auditors due to the current strategic conversations taking place.</li> </ol> <p>The Board <b>approved</b> the items points above.</p> <p>The Acting Clerk referred to the key points from the meeting (below) and identified the remaining items recommended by the Committee for approval by the Board.</p> <ul style="list-style-type: none"> <li>• Changes to the Risk Register including separating out controllable and uncontrollable financial risks and the inclusion of the current building project</li> <li>• Board to receive high level risk updates at Board meetings</li> </ul>	

Ref:		Actions
	<ul style="list-style-type: none"> <li>All College commissioned audits to be shared with Audit Committee, not just those carried out as part of Internal and External Audits</li> </ul> <p>The Board <b>approved</b> the Risk Management policy and strategy.</p> <p>The Board <b>approved</b> the Value for Money Strategy.</p>	
18/23	<p><u>Finance &amp; Resources Committee - key points and items for recommendation</u></p> <p>The Principal provided the meeting with a verbal update on the latest estimated figures received for the cost of the cafeteria refurbishment, comprising the kitchen refit, furniture and building works. Three quotes were sought for the kitchen refit, but only two received. Further quotes for the furniture are being sought in order to improve value for money.</p> <p><i>[commercially sensitive details redacted]</i></p> <p>The Finance &amp; Resources Committee are to continue to oversee the progress of the development.</p> <p>The Board <b>approved</b> the Principal's recommendations.</p> <p>The Principal informed the Board that the College has received a wayleave request to install two poles on the Abbey Road field car park. The purpose of the work is to improve broadband connections in the local area.</p> <p>Governors asked whether any costs would be paid to the College for the work and the Principal confirmed that there would be, but the exact amount is as yet unknown. Governors also asked whether the new connections would improve connectivity on the College site. The Principal confirmed that this was unlikely and asked that any details on issues with connectivity in the College be shared with him. The Principal is to bring the matter back to the Board once more details have been received.</p>	<b>Principal</b>
19/23	<p><u>Governor Development Feedback</u></p> <p>The Chair provided feedback on recent training he had completed through the Education Training Foundation Governor Development programme. He recommended the modules to all governors, which are 'bite-size' and easily accessible. He particularly recommended the 'Introduction to Strategy, Mission and Values' module as a useful source of questions to ask use during learning walks.</p>	
20/23	<p><u>Senior Postholder Remuneration Policy and Remuneration Committee Terms of Reference (TORs)</u></p> <p>The Acting Clerk referred to the new Senior Postholder Remuneration Policy, which has been introduced following best practice guidelines, ensuring that the Board has oversight of the processes used to set Senior Postholder remuneration.</p> <p>The Board <b>approved</b> the Senior Postholder Remuneration Policy and the updated Remuneration Committee TORs.</p>	

<b>Ref:</b>		<b>Actions</b>
21/23	<u>Confidentiality</u> All references to academisation are to remain confidential at this stage. Details of a commercially sensitive nature are to be redacted.	
22/23	<u>Date of Next Meeting</u> Thursday 22 <sup>nd</sup> June 2023	
23/23	<u>Confidential Matters</u> The Staff and Student Governors, and staff attendees, left the meeting.  Minutes recorded separately.	

**Summary of Actions:**

<b>Ref:</b>	<b>Action summary</b>	<b>By whom</b>
11/23	Ensure that all governors have easy access to the Risk Register.	<b>Clerk</b>
18/23	Report further details of the wayleave to the Board.	<b>Principal</b>