

Minutes

Short SEG Standards meeting to review updated targets

Governor Meetings

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| Date | 06/10/2025 |
| Time | 12:00 PM - 12:30 PM |
| Location | Microsoft Teams Meeting |
| Governors Present | Michelle Brabner - Principal – (Ex-Officio Member) Kevin Burke (Independent Member) Roderic Gillespie (Committee Chair - Independent Member) Anita Holt (Associate Member) Kashfa Kalim (Independent Member) (arrived during item 5) Elaine Small (Independent Member) |
| Invited Attendees | Lisa Farnhill (Dir. Governance and Compliance) Stephen Musa (Deputy Principal) |
| Apologies | Susannah Porter (Independent Member) Tracey Wood (Independent Member) |
| Absent | n/a |

Agenda

1 - Welcome & apologies for absence

The Chair welcomed the members and attendees, with the Committee acknowledging the apologies for absence, which were accepted by the Committee.

Item 1: Accepted

2 - Declaration of interests

There were no declarations of interest made relevant to items to be discussed during the meeting.

Item 2: Noted

3 - Minutes and matters arising/actions summary

Members acknowledged that these were included for information, however noted that due to it being an extraordinary meeting, called only to review the business specified, the Committee did not review minutes, actions, or matters arising.

Item 3: Noted

4 - Confidential business

The Committee agreed that there were not any items needing to be marked as confidential.

Item 4: Agreed

5 - Review of KPIs and targets for 2025/2026

The Deputy Principal introduced the review of updated targets for 2025/26. The Deputy Principal apologised for the late distribution of the paper, advising this had been necessary to incorporate SLT feedback following their meeting on Thursday, with SAR panel meetings having taken up all of the day on Friday. He explained the proposal included the addition of 11 new KPIs to the dashboard, focusing on predicted achievement and pass rates to provide governors with better oversight throughout the year. Members were advised that seven targets had been updated, assured that the targets were recalibrated to ensure they were achievable, considering three-year trends. In reviewing the nine KPIs removed, members noted that these were either deemed operational or redundant due to new processes in place, or were a duplication of information included within other reporting mechanisms. The Principal emphasised the refinement of targets to provide clarity and avoid unnecessary workload.

Members were advised that the updated dashboard included predicted pass rates and achievement rates, split by site and provision, including apprenticeships. Members noted that in-year retention rates for apprenticeships were added to provide visibility of upcoming issues and improvements. Other new measures included stakeholder feedback indicators, amended to improve the quality of information, noting a move from the use of government stakeholder survey outcomes, which had low response rates, to QDP employer surveys, aligning with surveys sent to students. Other changes highlighted included the staff training targets, adjusted to reflect 'available staff' rather than 'all staff', maintaining a target of 100% completion, but removing the impact of those unable to complete training due to long term sickness or maternity leave.

A member questioned the colour coding of targets, noting discrepancies in the chart with changes made that had not been colour coded. The Deputy Principal acknowledged the oversight and confirmed the updates and verbalised the corrections in colour-coding. The discussion highlighted that adjustments generally lowered targets. Assurances were given that targets were stretching, yet were now more realistic and achievable, with examples provided of how achievement rates were calculated to ensure full understanding by the Committee.

Members emphasised the importance of accurate data, seeking assurances that the additional reporting would not be burdensome to staff. The Committee discussed the level of additional detail, acknowledging it was essential to facilitate oversight by the Committee, however, proposed the level of information might be too detailed for the Corporation. The Committee discussed the potential for infographics to better communicate the data to the wider Board. It was agreed that as part of the presentation for approval, the Corporation would need to decide if it wanted full oversight of all PI's reviewed by the Committee. Members asked about standardised dashboards within the sector, and were advised there wasn't a common format, beyond the QAR data usually released in January. In considering the introduction of a dashboard, concerns were raised over the capacity of the MIS team, being advised they were currently prioritising amended reporting aligned with the new Ofsted Framework.

In summarising, the Committee Chair expressed his support of the proposals, reminding the Committee of the alignment between accurate predictions and stakeholder feedback, with the organisation needing to really know their students to be able to create accurate predictions. Members acknowledged the impact of cohorts on outcomes, and noted that all targets, although reduced from the originally approved targets, all represented an increase in performance, that was stretched, yet realistic, and now mathematically achievable.

The Committee discussed the need for a robust data strategy, asking the SLT to ensure that they had the relevant mechanisms and internal oversight to ensure the data presented was accurate and timely. Members reflected on previous discussions about improved communication to the wider Board, with the Deputy Principal assuring the Committee that the reporting would draw on existing data, without additional burden on staff, and would be clear.

Ahead of considering recommendation for approval, members asked about the SLT's confidence in achieving the updated targets and in the target setting process, with assurances given over the calculations, incorporation of trends and detailed discussions within the SLT meeting, having led to the delay in circulation, with further revisions having been made as a result of SLT challenges and discussions. The discussion also clarified the removal of some KPIs, which were replaced by more appropriate measures to avoid duplication. Members expressed concern over the presentation of the updated targets, noting the potential perception that standards have been lowered, when asking the Corporation to approve lower targets. Members were assured by the stretch within the targets, evidenced by the three-year trend data, with examples drawn out.

The meeting concluded with a consensus to recommend the updated targets to the Corporation for approval, ensuring a challenging yet achievable set of targets for 2025/2026. The Chair highlighted how during his tenure, the Committee had supportively pushed three areas of ongoing concern, which included GCSE resits, apprenticeships and predictions, with the KPI's ensuring all three areas had sufficient oversight to maintain the Committee's scrutiny of these.

Item 5: Approved: The Standards Committee agreed to recommend that the Corporation approve the revised KPI targets, including 11 new KPIs, recalibrated targets for 7 metrics, and the removal of 9 redundant KPIs, to be presented in full during the Strategy Event, and approved in the subsequent meeting of the Corporation.

Task: Ask the Board if they want full oversight of the KPI's. If a summarised version is required, carefully consider a plan for creating infographics or visual summaries to present KPI data more effectively to the broader board, taking into account the capacity of the MIS team.

Task: Summarise this meeting's discussions and new KPI targets as part of Stephen Musa's presentation during the upcoming strategy event.

Task: Present revised KPI targets for approval by the corporation during the meeting after the strategy event.

6 - Closing comments and items to be recommended to the Corporation

The Chair summarised the discussions, highlighting the recommendation of the updated targets for Corporation approval. The importance of ensuring the targets were mathematically achievable and challenging was reiterated. The plan to present the targets during the upcoming strategy event was agreed upon, ensuring a thorough review and understanding by the Corporation.
