

**MINUTES**

- PRESENT:** Caroline Allen (Acting Chair)  
Jean Cook  
Martin Corney  
Anita McGowan (Academic staff governor)  
Craig O'Donnell  
Frances Wadsworth (Principal)  
Piers White  
Jackie Wilding  
Suzanne Hughes
- IN ATTENDANCE:** Keith Oxspring (Chief Operating Officer -COO)  
Andy Smith (Deputy Chief Executive -DCE)  
Jo Bland (Director of Human Resources - DHR)  
Ann Monaghan (Vice Principal Curriculum & Quality)  
Julie Percival (Assistant Principal - Academic Support)
- CLERK:** Evan Williams
- APOLOGIES** Gordon Smith (Chair)  
Trevor Morgan  
Soraia Barbosa (FE Student Governor)  
Laura Cassaretto (HE Student Governor)  
Clare Mackie
- QUORUM** The meeting was quorate throughout
- TIMING** 18.10– 20.05

Item no.	
	<p><b>Presentation: The Post 16 Learning Landscape Update.</b> Frances Wadsworth Principal/CEO Croydon College and Andy Smith, Deputy Chief Executive. <i>Governors were issued with hard copies of the Powerpoint presentation.</i></p> <p>The Principal introduced the presentation – Vision 2022 – Background briefing. A College of professional, Technical and Higher Education. Some highlights from the presentation were:</p> <ul style="list-style-type: none"> <li>- A view of FE from an article in the March edition of the Economist, highlighting issues regarding funding levels across education the recent budget announcement from the Chancellor Philip Hammond, the Sainsbury review of technical education in England and reduction in numbers of qualifications and awarding bodies, introduction of T qualifications, and a heralded enhanced importance of professional and technical routes..</li> <li>- Recent government papers/strategies:</li> <li>- Ten pillars of the Green Paper “Building our Industrial Strategy”</li> <li>- Seven Strands of UK Digital Strategy</li> <li>- Curriculum reform “A Tsunami of Change” with references to Linear A</li> </ul>

Item no.	
	<p>Levels, impact of new GCSE grades, Apprenticeship standards, review of Post 16 maths, an overview of the Sainsbury review as well as the proposed 15 new technical routes to skilled employment, the introduction of the Apprenticeship Levy from April 2017, HE competition and changes, skills devolution and Institutes of Technology (IoT).</p> <p>The Principal summarised that there was a challenging funding landscape ahead, demographic downturn continuing and a ‘tsunami’ of curriculum change. However, with all the changes there were a number of opportunities for the College going forward arising from the burgeoning development of Croydon, with new organisations and HQ moving in, opportunities to bid to become an IoT (in line with Area Review recommendations), Governments emphasis on innovation, digital and growth which chime with IoT ambition, along with opportunity for a new build and to reshape the College physically, re shape curriculum, look and delivery. The vision is for a streamlined, tailored and professional offer, in state of the art premises and ahead of the curve technology resourced through the IoT bid, with strong employer involvement and engagement.</p> <p>The Chair thanked the Principal and Deputy Chief Executive for their presentation and asked the Board for initial observations. These were:</p> <ul style="list-style-type: none"> <li>- There was endorsement for the vision of an IoT, which was felt would be an asset for Croydon. There was comment that Board was pleased to see a clear focus and direction of travel</li> <li>- Whilst the vision was endorsed and the demand for digital skills across London acknowledged, there was also a challenge that there needed to be assurance that there was market demand from students, not just skills needs expressed from employers.</li> <li>- The USP was discussed and agreed this needed refinement.</li> <li>- It was noted that all plans should not entirely hang upon the delivery of a new build, lest this not prove possible to realise.</li> </ul>
1.	<p><b>i. Chair’s introduction and apologies for absence.</b></p> <p>It was agreed that the order in which agenda items were taken would be altered to allow the Assistant Principal to report on the Annual Review of Safeguarding.</p> <p>Apologies were as listed on the front page.</p>
	<p><b>ii. Declaration of interests</b></p> <p>There were no declarations of interest.</p>
	<p><b>iii. Minutes of the meeting of 6 December 2016</b></p> <p>A request was made that the minutes going forward differentiate between the FE and HE student governors. <b>Action – Clerk</b></p> <p>Change the wording in item 4.1 from “by” to “to” so that it reads: “cost of the demolition to be repaid by the Council”</p> <p>The Minutes of the meeting held on 6 December, including the Confidential Part B Minutes were approved as a correct record and were signed by the Chair.</p>

Item no.	
	<p><b>Action</b></p> <p><b>Clerk to differentiate between FE and HE student Governors. The minutes of the 6 December 2016 meeting were approved and signed by the Chair.</b></p>
	<p><b>iv. Minutes of the Chair's Strategy Group</b></p> <p>The minutes of the Chair's strategy group and F&amp;R meeting held on 20 February 2017 were approved as a correct record and were signed by the Chair.</p> <p><b>The minutes of the Chair's Strategy group meeting held on the 20 February 2017 were approved and signed by the Chair.</b></p>
	<p><b>iv. Matters arising from the minutes not on the agenda</b></p> <p>There were no matters arising.</p>
2.	<p><b>Evaluation of Standards</b></p> <p><b>i. Principal's Report</b>  <i>Supporting paper presented by the Principal/CEO and Deputy Chief Executive.</i></p> <p>An update on the written report was provided, and key headlines were highlighted.</p> <p><b>1. KPI Dashboard overview.</b>  The 16-18 numbers fell just short of target, although significantly higher than last year. Apprenticeship recruitment showed successful growth in 19+ apprentices but only a small growth in 16-18 recruitment.</p> <p><b>2. Teaching, Learning and Assessment</b></p> <p><b>2.1</b> Formal observations of teaching and learning continue and the outcomes of these are used alongside other activities to inform progress and planning for both individual support as well as wider staff development (for example Peer to Peer and Staff Learning Days). English and maths – continues to be a priority for staff and students. Attendance and punctuality is rigorously monitored and the VPCQ outlined the distribution of attendance by student which underpinned the whole college level and how curriculum managers and tutors are addressing low attendance. She also outlined the range of revision sessions over the forthcoming Easter holiday as well as targeted Conferences within the college week for different cohorts of students.</p> <p><b>2.2</b> Personal development, Behaviour and Welfare – The Principal outlined work with the National Citizen Service (NCS) to develop students' personal, social and employability skills. During the first term 186 students completed the NCS programme. The College continues to make very good progress in supporting learners to gain experience of and employability skills in a number of ways.</p> <p><b>3.</b> Staff Learning and Development and Commercial upskilling – all staff spend at least one day year in a work placement gaining insight into employers' skills needs and opportunities/pressures in running their businesses. The College is continuing to strengthen its links with Capita in arranging student work placement opportunities, but is now extending this to also cover staff placements, so that managers get</p>

Item no.	
	<p>greater engagement with the companies where their students will be placed.</p> <ol style="list-style-type: none"> <li data-bbox="389 271 1362 1070">4. Apprenticeships – the Principal advised the Board that the College had not been successful in getting onto the Apprenticeship Register. She said that the College had taken steps to address the impact and secure provision going forward including taking external advice in reapplying. The college should now be able to be placed on the register in May 2017 if the application is passed. When the Board asked why this refusal had occurred, the Principal advised that answers to written questions on quality had not been deemed to be sufficiently thorough by those assessing the application. No other evidence or recognition of track record of success/outcomes/Ofsted had been taken into account in the process used and there was no right of appeal. It was noted that a significant number of Colleges with strong apprenticeship provision had also been unsuccessful and that there were whole areas of England now with no College on the register (none of the Birmingham had been successful in getting on the register). There was some discussion regarding the level of sector outcry regarding the process and unintended outcomes at a time when the target of 3million apprentices requires all good providers to be pushing forward. The Principal acknowledged that the process might be flawed and was enlisting the support of MPs to press for reconsideration; nonetheless she said the College should have made a robust application and now needed to ensure it did so and redress the position. She was progressing partnership arrangements to resolve any interruption to delivery.</li> <li data-bbox="389 1077 1334 1240">5. QIP and QEP updates – these were taken as read as per the report and governors discussed the progress updates and the predicted success points/data to support these. It was confirmed that the next round of predicted success takes place at the end of April/start of May.</li> <li data-bbox="389 1247 1366 1644">6. Applications, recruitment and marketing activity - The Board were informed that the College was increasing marketing and social media activity to encourage applications for 2017 in what is an increasingly competitive market in both HE and FE. The HE market was noted to be especially challenging going forward with the removal of the cap on full time HE recruitment. Applications are currently lower than for the same period last year. However, more open days are being planned and a virtual tour of the College facilities was being developed. The Board enquired if there was data available regarding what students want from a College and use of the student voice to inform marketing plans. It was also noted by the Board that it was important to offer courses that people wanted.</li> <li data-bbox="389 1650 999 1680">7. Finance – taken as read as per the report.</li> <li data-bbox="389 1686 1038 1715">8. HR Update – taken as read as per the report.</li> <li data-bbox="389 1722 1230 1751">9. Student and Staff success – taken as read as per the report</li> </ol> <p data-bbox="349 1787 1362 2013">The Chair asked the Board if they had any questions. A discussion ensued which focused on work experience outcomes, the broad range of work experience and opportunities for voluntary work offered to students. It was acknowledged that the very significant programme of volunteering (with 24,000 hours of student participation last year) was impressive and the range of skills developed by students was very valuable for students' progression and the next steps as well as the wider contribution to the local community</p>

Item no.	
	<p>Personalised study programmes for students were discussed at this point especially the challenge of delivering individualised programmes to meet different student needs and interests</p> <p>The Chair thanked the Principal for her comprehensive report.</p>
ii.	<p><b>Learning and Quality Committee (LQC) report</b></p> <p><i>a. Supporting paper presented by the Chair of LQC</i></p> <p>The Chair of LQC drew the Board's attention to the 2015/16 SAR and highlighted the key strengths from the SAR; highlighting where students perform particularly well as well as highlighting areas where outcomes were not as successful. She advised that it was important that Governors should continue to be kept informed of in year data so that they could ensure that their level of challenge and scrutiny is informed and appropriate, enabling KPIs to be attained. The Chair also advised that all governors should refresh their knowledge of the Ofsted CIF as this provided useful context and guidance on the characteristics of each grade and so would support governors to challenge senior managers on the incremental steps..</p> <p><i>b. LQC Terms of Reference for approval.</i></p> <p>The terms of reference were approved by the Board.</p> <p><b>RESOLVED:</b></p> <p>i. <b>LQC committee to review Key performance Indicators, the QIP and QEP.</b></p> <p>ii. <b>That the revised LQC Terms of Reference be approved.</b></p>
iii.	<p><b>The Learner Experience: Student Governor report</b></p> <p>This would be tabled at the next Corporation meeting.</p>
iv	<p><b>Annual Review of Safeguarding.</b></p> <p>Julie Percival, Assistant Principal Academic Support and Designated Safeguarding Lead presented the Annual Review of Safeguarding. She informed the Board that the Vice Chair, Caroline Allen was the Safeguarding lead for the Governing Body, had been sent a copy of the report in advance.</p> <p>The report was noted by the Board with particular reference to the excellent and informative Guide for Parents. Board members also commented on the Pink Safeguarding lanyards worn by the Safeguarding team. The Principal advised that the Safeguarding Lanyards had been successful in highlighting who the members of this key team were and this had been very clearly fed back via both staff and student GOAL activity.</p>
v	<p><b>Safeguarding Policy Update</b></p> <p>The Safeguarding of Children, Young People and Adults Risk Policy was presented by the APAS.</p> <p>She advised that the policy had been updated to reflect the change in Senior Designated Lead Person (Lead Child Protection Officer) for Safeguarding Children and Young People within the College, the changes to the 'Keeping Children Safe in Education' September 2016 and to recognise the increasing need for employer and parental engagement.</p>

<b>Item no.</b>	
	<p>The policy was approved by the Board.</p> <p><b>Resolved</b> <b>The Safeguarding policy update was approved by the Board.</b></p>
<b>3.</b>	<b>Business Planning and Management</b>
<b>i.</b>	<p><b>Financial Monitoring</b></p> <p><b>a. Finance and Resources Committee Report</b> <i>Minutes of the meeting on 24 January 2017 and items for approval, presented by the Chair of the Finance and Resources Committee.</i></p> <p>The Chair of F&amp;R drew attention to the change in accounting definitions and the need for the College to get its Financial planning in line with the new definitions.</p> <p>The Chair of F&amp;R advised the Board that he was aware of the current negative trading performance and that the Committee was aware that it was going to be difficult to turn things around in the current financial year, however, the committee would be monitoring the next year's financial planning.</p> <p>There was a discussion which focused on the College's forecasting for financial budgeting and student numbers forecasting processes. It was agreed that the Finance and Resources committee review the College forecasting processes.</p> <p><b>Resolved</b> <b>Finance and Resources Committee to review College forecasting processes.</b></p>
	<p><b>b. Updated financial position</b> <i>January 2017 management accounts</i></p> <p>The COO presented the report and advised that the overall performance in the 6 month period to 31 January 2107 was a deficit of £634k compared to a planned deficit of £142k. He advised that as previously reported a significant cost reduction plan had been agreed and was being implemented.</p> <p>The COO advised that the negotiations with the Council regarding the LGPS deficit were ongoing and that he was hoping to reduce the additional deficit repayments by 30% over three years.</p> <p>The Chair thanked the COO for his report.</p>
<b>ii.</b>	<p><b>Audit Committee</b></p> <p><b>a. Minutes of the Audit Committee 21 February 2017</b> <i>Presented by the Chair of the Audit Committee</i></p> <p>The Chair of F&amp;R noted that the Audit committee meeting had not been quorate. The Chair of Audit advised that the agenda was such that the meeting was able to continue as the agenda was predominantly receiving internal Audit reports from the internal auditors, RSM and no decisions were ratified at the meeting.</p>

<b>Item no.</b>	
	The other key areas discussed by the Committee, as detailed in the Minutes, were noted.
	<p><b>b. Audit Terms of reference for approval.</b></p> <p><b>RESOLVED:</b></p> <p style="text-align: center;"><b>The Audit Committee terms of reference were approved.</b></p>
<b>iii.</b>	<p><b>Risk Report</b>  <i>Supporting paper by the Principal</i>  The proposed changes to the risk report were as highlighted in the report. These were in Strategic Risk 1 and Operational Risk 2 and following a previous request by the Board had been amended via track changes so that Board members can easily identify change.</p> <p>The Board noted and approved the changes to the risk register.</p>
<b>iv</b>	<p><b>Property Report</b>  The Principal spoke to the property report that had been prepared by Jill Small property consultant as an update, noting that a full Board workshop the following week would allow more thorough debate and consideration of progress.</p> <p>The Principal advised that the sale of Heath Clark was proceeding with a potential date for exchange being suggested as the 11 April 2017.</p> <p>Also that the College team together with Jill Small and Eversheds were due to meet the Council on 22 March 2017 and would be able to advise further in the workshop.</p> <p>The Chair thanked the Principal for the report and update.</p>
<b>5.</b>	<b>Governance</b>
<b>i.</b>	<p><b>Governor reports on non-committee items</b>  There were no additional reports from governors on non-committee items,</p>
<b>ii</b>	<p><b>Chair's Actions for ratification</b>  There were no Chair's Actions requiring Board ratification</p>
<b>6.</b>	<p><b>Other Business and evaluation</b>  There were no items of other business – evaluation forms were circulated.</p>

Signed \_\_\_\_\_ (Chair)

Date: \_\_\_\_\_

**Action log**

<b>Item</b>	<b>Action</b>	<b>Owner</b>	<b>Status</b>
1.iii	Clerk to differentiate between FE and HE student Governors	Clerk	Complete
2.ii	LQC committee to review progress towards Key performance Indicators in light of the next round of predicted success	LQC committee Chair	
3.i	Finance and Resources Committee to review College forecasting processes	F&R committee Chair	