

**MINUTES**

- PRESENT:** Gordon Smith (Chair)  
Caroline Allen (Vice Chair)  
Piers White  
Jean Cook  
Anita McGowan (staff governor)  
Jackie Wilding  
Trevor Morgan  
Coral Josephs (staff governor)  
Soraia Barbosa (Student Governor)  
Laura Cassaretto (Student Governor)  
Frances Wadsworth (Principal)
- IN ATTENDANCE:** Keith Oxspring (Chief Operating Officer -COO)  
Andy Smith (Deputy Chief Executive -DCE)  
Ann Monaghan (Assistant Principal – AP)
- CLERK:** Evan Williams
- APOLOGIES** Clare Mackie  
Martin Corney  
Craig O'Donnell  
Matthew Sims
- QUORUM** The meeting was quorate throughout
- TIMING** 6.12 – 8.45pm

Item no.		Action Lead
16.8	<p><b>i. Chair's introduction and welcome to new governors</b></p> <p>The Chair, on behalf of the Governors, thanked Patricia Bedeau and the catering students for the festive catering that had been provided prior to the meeting.</p> <p>The Chair welcomed new student Governor Laura Cassaretto. Laura had been elected HE Student Governor for a one year term of office. The Clerk, Evan Williams was also welcomed to his first Board meeting.</p> <p>The order in which agenda items were taken was adjusted so that the Student Governor report was discussed first, as being a key item for discussion.</p>	
	<p><b>Governors' Briefing: College Performance Measures</b></p> <p>It was agreed that the Deputy Chief Executive would brief the Governors on the College performance measures under item 16.9 evaluation of standards.</p>	

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	<p><b>ii. Apologies for absence</b> Apologies were received from those listed above.</p>	
	<p><b>iii. Declaration of interests</b> There were no new declarations of interests.</p>	
	<p><b>iv. Minutes of the meeting on 4 October 2016</b> The Minutes were approved as an accurate record and were signed by the Chair.</p> <p>It was agreed that there was no action for the Principal under item 2 of the minutes.</p> <p>Jean Cook stated for the record, that she had attended the strategy session on the 4 October.</p>	
	<p><b>v. Matters arising from the minutes not on the agenda</b> Clerk to remind Governors to complete their Prevent on line training and importantly to send in their Prevent assessment Certificates where they had not already done so.</p> <p style="text-align: center;"><b>Action – Clerk to remind Governors who have not already completed their ETF Prevent online training to do so.</b></p> <p><b>The Learner Experience: Student Governor report</b> <i>Oral report by the Student Governor Soraia Barbosa.</i></p> <p>Soria Barbosa provided the Governing body with an overview of key activity since the previous meeting in October 2016:</p> <ul style="list-style-type: none"> <li>• The Student Parliament had had its first meeting of the year, with excellent attendance.</li> <li>• The Deputy CEO had taken up issues raised in the previous meeting and there was positive comment regarding students appreciating their concerns being resolved. (“You said, we did”).</li> <li>• There was positive comment about work experience yielding good employability skills.</li> <li>• Students were busy raising money for the local “Food Trolley” initiative, run by the Council, to help the homeless at Christmas.</li> <li>• Four students had represented UNICEF and the College at the EU Parliament, Brussels.</li> </ul> <p>The Chair invited questions from the Board and commented on the extent and quality of volunteering and enrichment carried out by students on top of their coursework. He asked whether there were times when the extra work and effort clashed with progress on their courses and whether all students took up the opportunities.</p> <p>SB advised that there were some students who did not appreciate the benefits of student enrichment, this was despite the excellent help and support provided by the enrichment team, but that most did.</p>	Clerk

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	<p>The Board asked for its thanks and congratulations to be fed back to the student body for the outstanding achievements and levels of engagement demonstrated through their volunteering activities.</p>	
16.9.i	<p><b>Principal's Report</b> <i>Supporting paper presented by the Principal/CEO</i></p> <p><b>1.0 KPI Dashboard highlights</b> - The College had recruited more 16-18 classroom based students for 16/17 than in the previous year, which was more than planned and despite the continuing demographic downturn. However, this was still marginally below the EFA target, though recruitment continues.</p> <p>The Governors were informed that the College HE recruitment, though stronger than many FE Colleges delivering HE, had been affected by the removal of student number control. Students were now being accepted with lower offers at Universities that would previously not have taken them</p> <p>16-18 apprenticeship recruitment is at the same level for the same period as the previous year, but it was noted that this was a challenging area to recruit to and that in year recruitment of 16-18 year olds was not likely to have a high uptake.</p> <p><b>2.0 Achievements</b> – vocational outcomes have improved year on year for the past 3 years. QAR data shows a 4.6% improvement for the all qualification measure to 78.1%. The Principal referred the Board to the student performance table in section 2 of her report.</p> <p><b>3.0 Teaching Learning &amp; Assessment</b> - the Principal informed the Board that efforts to improve punctuality were continuing with an overall improvement in the degree of lateness to lessons and some improvement in punctuality overall.</p> <p><b>3.3 Study programmes 2016/17</b> – NCS activity is positive- their engagement with the College being different to other institutions. Here the numbers we have put forward are much larger and a more diverse range of students than NCS had experienced previously. The experience for students has been very positive- but NCS acknowledged that they had underestimated the various needs of this wider range of learners.</p> <p><b>3.6 Acquire Learning</b> – the Principal informed the Board that Acquire learning had ceased trading, with some students not yet completed. She informed the Board that the College was working to ensure students continue to completion of their programmes whilst mitigating financial and reputational issues.</p>	

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16.9.ii	<p><b>3.7 Higher Education</b> – A meeting had been held with the new VC of Central Sussex University, Professor Adam Tickle. Plans for developing postgraduate provision in Croydon were discussed as well as discussions around the University’s willingness to engage in further exploration of developing an Institute of Technology as a part of the partnership. Due to the Closure of Fairfield Halls the Board were informed that five Graduation ceremonies had been arranged by subject for the end of January beginning of February.</p> <p><b>4.1 College Green</b> – The Principal informed the Board that a meeting had been held in November 2016 with the Leader of the Council and officers to discuss the scheme. They wished to receive agreement that the cost of demolition of Barclay Road plus some enabling works for services at the rear of Fairfield Halls could be recovered from the College should the College decide not to progress with the scheme. The Principal stated that the College view expressed at the meetings was that without a legal agreement that had been rigorously evaluated this could not be agreed- however the demolition of Barclay Rd, which we need to demolish anyway was a possibility that could be put to the Board for consideration. The Board were advised of the continued delays from the Council regarding the drafting of legal documents and that the meeting had usefully highlighted these to the CEO and Leader.</p> <p style="text-align: center;"><b>The Board was asked to approve that the Chair, with support from the Executive team, be given delegated responsibility (and a bargaining position) to agree for the demolition of Barclay Road, but if the College were to withdraw from the College Green Scheme, the cost of demolition to be repaid by the Council. This was approved by the Board.</b></p> <p><b>4.2 Heath Clark</b> – the Board was informed that the Heath Clark sale agreement and sign off were imminent.</p> <p>Questions were raised regarding:</p> <ul style="list-style-type: none"> <li>• Site Security for Barclay Road – the Board were advised that the site remained insured</li> </ul> <p><b>Self-assessment Report 2015-16</b> AM introduced this item to the Board and referred those present to the accompanying paper. She advised that it was no longer mandatory to complete and submit an annual SAR, however it is considered best practice to do so. To ensure the rigour of judgements for this year’s self-assessment two external experts were used as critical friends – these were Tony Noonan ( ex HMI) and Richard Atkins (FE Commissioner)- so both very experienced. AM advised that members of LQC had reviewed</p>	

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16.9.iii	<p>and validated the fuller SAR prior to the Board meeting. AM referred the Board to the grades proposed for 2015/16 and a discussion ensued regarding the grades given. Particular debate took place regarding the grade for outcomes for Learners. It was agreed progress had been made, that whilst English and maths outcomes were a concern- that all vocational outcomes had improved. It was agreed that the results had moved from a requires improvement to good in the Ofsted grade descriptors.</p> <p><b>RESOLVED:</b>  <b>that the Self-Assessment Report 2015-16 be approved with the following grades:</b></p> <table data-bbox="485 674 1225 842"> <tr> <td><b>Outcomes for learners:</b></td> <td><b>2</b></td> </tr> <tr> <td><b>Quality of Teaching, Learning and Assessment:</b></td> <td><b>2</b></td> </tr> <tr> <td><b>Personal Development, Behaviour and Welfare:</b></td> <td><b>2</b></td> </tr> <tr> <td><b>Effectiveness of Leadership and Management:</b></td> <td><b>2</b></td> </tr> <tr> <td><b>Overall Effectiveness:</b></td> <td><b>2</b></td> </tr> </table> <p><b>Annual Monitoring Report (AMR) and Collaborative Annual Monitoring Statement (CAMS)</b>  The DCE informed the Board that the AMR and CAMS were a means by which the College and its validating partners review and ensure the quality of its HE provision with the University of Sussex and London Metropolitan University respectively. The reports were validated by LQC on the 22 November prior to submission to the respective Higher Education Institutions (HEI's).  The HEI's review the reports and their resulting quality enhancement plans as part of the validation process and often make recommendations.</p> <p><b>RESOLVED:</b>  <b>That the Annual Monitoring Report had and the Collaborative Annual Monitoring Statement had been approved and sent to the respective HEI's.</b></p>	<b>Outcomes for learners:</b>	<b>2</b>	<b>Quality of Teaching, Learning and Assessment:</b>	<b>2</b>	<b>Personal Development, Behaviour and Welfare:</b>	<b>2</b>	<b>Effectiveness of Leadership and Management:</b>	<b>2</b>	<b>Overall Effectiveness:</b>	<b>2</b>	
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16.9.iv	<p><b>Governors' Assurance of Quality.</b>  The DCE reminded the Board that a new provision was in place where Governors were required by HEFCE to make an annual return confirming the quality of the student academic experience, outcomes and that Governors have oversight of the HE provision supplied by the College. It was noted that the requirement on Governors was likely to increase in the future. It was agreed that this would be picked up via LQC.</p> <p>The DCE assured the Board that the Governors Assurance of Quality had been approved by LQC member and submitted to HEFCE by the new due date of 1 December 2016.</p> <p><b>RESOLVED:</b>  <b>Governors Assurance of Quality for HEFCE had been approved by LQC and endorsed by the Board.</b></p>											

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16.9.v	<p><b>Proposed Targets for 2016/17</b>  The DCE introduced this item and informed the Governors of the proposed targets for 2016/17. He advised that the student performance targets were stretching and included the new progress measures for GCSE's in English &amp; maths which were based on the college's performance in 2015/16.  A discussion ensued that focused on:</p> <ul style="list-style-type: none"> <li>• target setting and what the college needs to do to ensure future success;</li> <li>• setting college appropriate targets</li> <li>• regulator focused targets</li> </ul> <p>It was agreed that PW and the COO to action.</p> <p><b>RESOLVED</b>  <b>The Board approved the targets for 2016/17</b>  <b>Action PW and COO to review target setting process.</b></p>	
16.10	<p><b>Strategic Update</b>  <b>Croydon's Context</b> - The Principal spoke to this item and informed the Board that Croydon is the largest Borough in London and quoted Sadiq Khan, Mayor of London, "Croydon is the fastest growing local economy in the country" with "bold regeneration plans". She advised the Board that it is within the above context that the college will scope and scale its Vision for 2022.</p> <p><b>Area Review</b> – the Principal reminded the Board of the preferred option which was to achieve a cohesive provision for Croydon making the best use of physical and human resources in the Borough and to seek a merger with a neighbouring 6<sup>th</sup> Form College, John Ruskin. However discussion of a possible merger with the 6th Form College have been going on without outcome for over 10 years, so it was a disappointment rather than a surprise that their Board would not consider this, and that the Area Review process had not authority to press further to ensure Croydon has best use of available funds, rather than two competing colleges in the same borough. The Principal informed the Board that the College remains open to opportunities for merger or partnership, but has no specific merger plans.  It was agreed that this would be explored further in the next strategic workshop in February</p> <p>The emerging key aspects for Croydon College Vision 2022 were discussed along with the need to review future opportunities and threats as well as identifying ways of developing new income sources.  The Governors received the report and commended the Vision – that of A College of Professional, Technical and Higher Education .</p> <p><b>Action –</b>  <b>The February 2017 strategic workshop to review and refine the vision for 2022 - A College of Professional,</b></p>	

Item no.		Action Lead
16.11.i	<p style="text-align: center;"><b>Technical and Higher Education - in light of emerging curriculum and funding changes, demographics and other available data .</b></p> <p><b>Report &amp; Financial Statements 2015/16 and Regularity Audit,</b> <i>Supporting paper presented by the Chief Operating Officer</i></p> <p>The draft Annual Report and Financial Statements had been considered in detail by both the Finance and Resources and Audit Committees and both reported that they were satisfied that the final document reflected the discussion at each meeting. The Audit Committee had also reviewed the external audit management letter, Regularity Audit and the College's letter of representation.</p> <p>The Chair of F&amp;R and members of Audit Committee confirmed that they were happy to recommend the Statements for approval.</p> <p><b>RESOLVED:</b> <b>That the Annual Report and Financial Statements be approved.</b></p>	
16.11.ii	<p><b>Risk Management Report</b> <i>Supporting paper by the Principal</i></p> <p>The Executive Committee and SMT review the full register on a monthly basis with the last review on 3 November. The four risks identified for specific monitoring by the Board were last reviewed by Executive on 29 November.</p> <p>The Principal proposed that all risks should be owned by one of the Committees, where they would have detailed scrutiny. She suggested that CSG 'own' ST1 as well as ST3 and the OP2 is reviewed by LQC. The Principal advised that the proposals had been incorporated in the appended Risk Management Key.</p> <p style="text-align: center;"><b>AGREED: that the changes to the Risk Management Register and key be approved.</b></p>	
16.11.iii	<p><b>Finance and Resources Committee Report</b> <i>Supporting paper, including minutes of the F&amp;R Meeting on 1 November 2016, presented by the Chair of F&amp;R</i></p> <p><b>RESOLVED:</b> <b>that, in line with the recommendations of the F&amp;R Committee:</b></p> <ul style="list-style-type: none"> <li>• <b>that, subject to the ratification of the Audit Committee, the Annual Report and Financial Statements be approved and signed.</b></li> <li>• <b>that the revised Financial Regulations be approved, Supply Chain Charges and Fees Policy 2016/17 be approved and the Committee considered the annual review of Treasury and Banking Arrangements</b></li> </ul>	

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16.11.iv	<ul style="list-style-type: none"> <li>• that the Board noted the decision to continue to apply increases for those staff who were now behind the London Living Wage and that the implementation of a wider pay award would be kept under review in the light of affordability</li> </ul> <p><b>Audit Committee Report</b>  <i>Supporting papers, including Audit Committee Minutes from 8 November 2016 and Audit Committee Annual Report.</i></p> <p><b>RESOLVED:</b>  that, in line with the recommendations of the Audit Committee, the following be approved:</p> <p style="padding-left: 40px;">A. The Financial Statements and Regularity Audit Findings Report (BDO)</p> <p style="padding-left: 40px;">B. The Internal Audit Annual Report 15-16 (RSM)</p> <p style="padding-left: 40px;">C. The Internal Audit Plan 16-17 should be approved by the Board</p>	
16.12.i	<p><b>Search Committee Report</b>  <i>Supporting papers: Search Committee Minutes from 29 November 2016</i></p> <p><b>Recommendations for approval:</b></p> <ul style="list-style-type: none"> <li>• To appoint Suzanne Hughes as an external governor and appoint to Learning, Quality and Curriculum Committee</li> <li>• The Chair and CEO contact the Bishop regarding strategic support to the Board</li> <li>• To confirm the following governors in post for a further four-year term in office from August 2017: <ul style="list-style-type: none"> <li>○ Trevor Morgan</li> <li>○ Matt Sims</li> <li>○ Craig O'Donnell</li> </ul> </li> <li>• To thank Kevin Zuchowski-Morrison for his support as Governor and even though no longer a member of the Governing body to encourage his continued support for Croydon College, in particular Croydon School of Art.</li> <li>• Skills and E&amp;D Audit be sent out in the New Year</li> <li>• Confirm earlier discussions that the Chair, Gordon Smith, continue as Chair of the Corporation for an extended two year period to August 2019.</li> <li>• Ensure all members of the Corporation complete their Prevent and Health &amp; Safety training</li> <li>• Membership Policy statement approved</li> <li>• Board Self-assessment outcomes, which was graded good overall, to be developed into specific actions for discussion and approval in February Board development event.</li> </ul>	

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16.12.ii	<p><b>Board self-assessment</b> All Governors had been asked to complete the Governors' self-assessment questionnaire which was sent on the 14 October with a reminder sent on the 8 November. The questionnaire was sent to all external and staff governors, 13 in total. Of the 13 survey's sent out, 9 responses in total were received by the close of the census date. This equated to a 69% response rate.</p> <p>Governors were asked to reflect and indicate how well they felt the Board fulfilled the requirements set for each strategic criteria. There were 2/3 statements relating to five key strategic governing criteria set by Department of Business Innovation and Skills and Ofsted.</p> <p>The overall outcome from the Board self-assessment was good. The grade and summary of key comments are detailed in the appended report.</p> <p>It was agreed that the Clerk would further analyse the comments and produce an action plan by linking areas for improvement to "How do we ...."</p> <p><b>Action</b> <b>Clerk to further analyse the comments from the Skills report and produce a governance action plan by linking areas identified for improvement to "How do we ...."</b></p>	
16.12.iii	<p><b>Governor reports on non-committee items</b> There were no reports for this item.</p>	
16.12.iv	<p><b>Chair's action Reports</b> There were no Chairs actions to report.</p>	
16.12.v	<p><b>Results of Student Governor election</b> Laura Cassaretto had been elected as HE Student Governor</p>	
16.13	<p><b>Evaluation of meeting</b> Evaluation forms were handed out to all present.</p>	
	<p><b>There were no items of any other Business and the meeting closed at 20.45</b></p>	

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

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

## Actions

### Board meeting 6 December 2016

Item	Action	By whom	Status
16.8.iv	<b>Clerk to remind Governors who have not already completed their Prevent online training to do so.</b>	Clerk	Action complete
16.10	<b>The February 2017 strategic workshop review and refine the vision for 2022- A College of Professional, Technical and Higher Education- in light of emerging curriculum and funding changes, demographics and other available data .</b>	Clerk to include as workshop agenda item	Action Complete 27 March 2107
16.12.ii	<b>Clerk to further analyse the comments from the Skills report and produce a governance action plan by linking areas identified for improvement to “How do we ....”</b>	Clerk	Action complete – to be circulated