



MINUTES

PRESENT: Jean Cook
Nigel Dias
Christina Gasson (Staff Governor)
Tom Hesmondhalgh
Varsha Mehta
Kim Meyler-Vincent (Staff Governor)
Caireen Mitchell (Principal & CEO)
Gordon Smith
Mark Wilson
Charlene Roberts
Jackie Wilding

IN ATTENDANCE: Ann-Christine Harland (VPF&R)
Ann Monaghan (VPQ&C)
Jo Bland (DoHR)

CLERK: Fiona George

APOLOGIES: Piers White
Rosaleen Liard
Jeff Boothe
Andy Smith (DCE)

QUORUM: The meeting was quorate throughout

TIMING: 6pm – 7.50pm

Item	Title
1.	PRELIMINARY BUSINESS
i	Apologies for absence and declarations of interest. The Chair welcomed all to the meeting and reminded governors of the strategy meeting at 11.30am on 17 th July at Coulsdon College. There were apologies from Piers White, Rosaleen Liard, Jeff Boothe and Andy Smith. This would have been Pier’s and Andy’s last meeting and governors wished them all the best and thanked them for all their hard work and commitment to the College.
ii	Minutes of meeting on 13th March 2018 and 1st May 2018 The minutes of the meeting held on 13 th March were not available but will be circulated shortly. Minutes of 1 st May 2018 were circulated twice, the confidential minutes were the correct version. It was noted there was a typo in Item 7 which should read ‘delegate’ not ‘delete’. The minutes were agreed as being a correct record and signed by the Chair.
iii	There were no matters arising from the minutes not covered on the agenda.

<p>2.</p>	<p>EVALUATION OF STANDARDS</p> <p>i. Principal's Report <i>Supporting paper enclosed - for discussion</i> A report was circulated with the papers prior to the meeting and taken as read.</p> <p>The P&CEO reported on her first term at the College and commented she had been impressed by the College, particularly the hard working dedicated staff who clearly care about their students. The students respect their teachers and the P&CEO had seen many emotions on display when the students were saying goodbye to their teachers at the end of term. The P&CEO has introduced staff awards which were well received; The P&CEO thanked the staff governors and in particular Ann Monaghan, who led the process, which was a great success.</p> <p>The College has introduced a growth initiative with a target of £100k of additional income for staff to bring in next year. Staff have been positive about this initiative and have had a number of good ideas.</p> <p>The first staff event with Coulsdon has taken place; Coulsdon and Croydon staff joined together for development opportunities which proved very successful with staff collaborating well and a noticeable feeling of excitement as the College heads towards the next academic year.</p> <p>Governors asked if managers would be supported in business development. The P&CEO responded that work was being undertaken to ensure all proposals were in line with the College's business objectives and robustly evaluated.</p> <p>Governors queried what research is used when deciding which courses to run. The VPQ&C responded detailed analysis of enrolment data from the surrounding areas including both where Croydon residents travel to study and also movement by other local borough residents into Croydon was routinely used to plan the curriculum each year plus feedback from students via GOAL and other feedback mechanisms. In addition, staff feedback is sought and staff who have most contact with students have the most insight into where the demand is. Furthermore, staff are aware of trends in their areas, e.g. fashion; also some teachers also teach elsewhere and, therefore, know what courses are popular. The idea is to build on that knowledge and think about the future labour market demand, for example construction.</p> <p>Governors commented the KPI dashboard overview was very useful in picking out predicted success rates, attendance etc. Governors queried what the key areas of risk are and the P&CEO responded one of the biggest risks is around apprenticeships which the College is trying to mitigate by reducing costs. Applications for the 16-18 courses are strong, although there are concerns around the Welcome Day not being as well attended this year which could be due to it being a very hot day. However, follow up contact is in place to maximise conversions and enrolments. HE has more firm acceptances than previous years although applications are down. Clearing is starting now for BTECS.</p> <p>The P&CEO outlined the property updates. The Barclay Road site should be completing on 18th July The P&CEO confirmed the issue raised previously around the concrete has been resolved.</p> <p>Governors queried whether the extra income was from adding courses or from additional sources. The P&CEO commented it was from additional courses at the moment but there is a need to increase student numbers and decrease sub-contracting.</p>
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Governors asked whether the adult budget is devolved from the Greater London Authority (GLA) as will that make a great difference to the college. The P&CEO advised governors this will be discussed at the strategy meeting but currently any adult learner who is living in London is funded by the GLA unless they are going through another devolved authority.

Governors queried if there were processes being put in place to improve the attendance for English and Maths courses. The P&CEO informed governors they are talking to other colleges to find out what they do; it was also acknowledged that Coulsdon may have practices that they could share. The VPQ&C is leading a task and finish group on this and commented the one thing she would say in terms of analysing data and feedback is that correlation in other areas do not correlate in English and Maths, for example the quality of teaching does not correlate with attendance. The College is looking at changing the bursary for students eligible for bursary payments if they have good attendance for English and Maths. This will be looked at in more detail next year. Governors asked whether attendance is connected to College delivery methods compared to those used in schools. The VPQ&C agreed that the delivery methods are important but that the College had changed its methods, attendance rates had not improved. In common with many other colleges, curriculum staff were constantly reviewing their delivery methods in terms of timetabling and physical location within the college. For example, this year has seen a move away from longer lessons to shorter 1 hour sessions and it is planned to continue this next year. The College has had bespoke English and Maths corridors and classrooms for two years with a dedicated specialist team of teachers to help raise the profile of these courses. The VPQ&C commented many students have good attendance in Maths and English but there is a large gap between good attenders and poor attenders with a far from 'normal distribution'. Governors queried whether feedback is collected from the students with poor attendance and the VPQ&C responded the College does this with varied responses. For example, in previous years the feedback had been that students did not like the longer lessons so they were changed to 1 hour sessions but there are also a significant number who report that they don't attend as they, "don't enjoy it" or "don't need it", Curriculum teams continue to review practices and strategies to improve these two key areas including visits to other colleges with higher progress measures. Governors requested a table of the strategic targets and how they are being achieved, for example KPIs, and whether they are on track or not. The P&CEO thought it would be good to have a conversation at the strategy meeting about what the College wants to achieve within the next 18 months.

- ii Governors noted the issues raised in the report.

ACTION: A table of strategic targets to be included in the Principal's report for the next governors meeting.

Learning and Quality Committee Report

Minutes November 17, March 6 and June 19 2018 and key issues – for discussion

Minutes for the November and June meeting were circulated with the papers and taken as read. The minutes of the March meeting are to follow.

The chair of the LQC committee reported there were no issues with safeguarding and prevent and feedback from FE was good overall. Quality monitoring actions are strong in both areas of the college. JC highlighted the College's strong record in supporting students in the Citizenship programme which students appreciated. The data shows that students who have disadvantages and disabilities do as well as those students who do not. Student success rates are predicted to improve again and courses that are

	<p>going well include science, access, hair and beauty. These three teams were winners in the recent staff award ceremony. HE success rates on the whole are above the national average but there are some concerns about not the progress into employment but rather the average salary earned so this is an area for further follow up. Courses which have had an NTI this year include art, engineering plus travel and tourism. Attendance remains an issue at whole college rates although there are good rates in some areas and JC commented the correlation between attendance and teaching and learning grades is interesting.</p> <p>JC reported the development of the centre of excellence for students with SEN is an exciting development and it will be interesting to see how this progresses.</p> <p>iii The VPQ&C commented the issue with level 3 courses is that the College has had a three year trend of improving level 3 but this year there will not be a continuation of this trend as many have moved to a 2 year level 3 course so comparisons are not like for like.</p> <p>LQC Terms of Reference for Approval The LQC Terms of Reference were circulated with the meeting papers and taken as read.</p> <p>RESOLVED: The Board approved the updated LQC Terms of Reference.</p>
<p>3.</p>	<p>STRATEGIC DEVELOPMENTS</p> <p>i. Strategic Update A supporting paper was circulated prior to the meeting for information.</p> <p>The P&CEO reported the Coulsdon College staff met with the Croydon staff at Croydon and it had been a very successful afternoon. The merger date is still set to be 1st November. A response is being put together following the public consultation which had only received 3 replies. A lot of work is being undertaken on the College policies to ensure everything is ready for the merger.</p> <p>The P&CEO reported on the SEN project and confirmed there had been an initial meeting with Croydon Council who advised there would need to be 15 months of development before the project would be ready which would mean a start date of 2020. Discussions are still being held with Priory School concerning action that can be taken in the interim period. The VPQ&C is meeting with Local Authority to firm up plans and a further meeting with the parents of the 10 students concerned is scheduled for next week.</p> <p>The P&CEO reported the College was unsuccessful with the John Ruskin merger and the feedback was that this was largely due to historic relationship issues between the Colleges. This was disappointing as it would have been a good opportunity to bring together the offer in Croydon and make a difference to the young people of Croydon.</p> <p>Governors noted the issues raised in the report.</p> <p>ii. Coulsdon College Merger Items</p> <p>a. The Terms of Reference of the Croydon/Coulsdon Project Governance Board were circulated with the papers for information.</p>

	<p>b. Confidential Items Confidential items are minuted separately under Part B</p>
<p>4.</p>	<p>BUSINESS PLANNING AND MANAGEMENT</p> <p>i. Financial monitoring and Management</p> <p>a. Budget 2018-19 and 3-year Financial Plan <i>Supporting paper for approval.</i></p> <p>An updated budget for 2018-19 was circulated prior to the meeting. The VPF&R outlined the changes to the document that went to F&R committee in June; the changes were not significant.</p> <p>Governors queried what the sector norm is for staff costs. The VPF&R confirmed for FE colleges the norm is 65%.</p> <p>The plans for 2019/20 have been through due diligence and key decisions will need to be made for areas with low numbers.</p> <p>Governors asked if any of the capital costs can be linked to the merger. The VPF&R commented the budget is for £600k but if the funding requested from the Transaction Unit is not successful the College will have to spend some money on the infrastructure</p> <p>RESOLVED: The 2018/19 budget plan was approved.</p> <p>RESOLVED: The 3 year plan was approved and governors agreed with the satisfactory rating for the financial health score</p> <p>b. Finance and Resources Committee Report <i>Minutes and recommendations from 1 May and 12 June 2018</i></p> <p>The minutes of the meetings of 1st May and 12th June were circulated with the papers and taken as read.</p> <p>The following documents were circulated and taken as read.</p> <ul style="list-style-type: none"> • Health and Safety Policy – appended for approval • Estates Position Paper • Finance & Resources terms of Reference for Approval • May 2018 Management Accounts <p>JW reported items to note from the meetings were as follows:</p> <ul style="list-style-type: none"> • The F&R Committee had noted that although the College is make a cash operating profit after bank loan capital payments and capital expenditure it is making a cash annual loss of £1 million per annum which is not sustainable and this must be carefully monitored especially in light of merger discussions. • The F&R committee had noted the current year forecast is likely to show a deficit of a little in excess of £400k. • The F&R Committee had approved the £60k spend with Deloitte for the second

	<p>stage of the due diligence process.</p> <ul style="list-style-type: none"> • The committee had recommended the college did not spend more than £600k on capital expenditure. • The committee agreed to show satisfactory as projection shows good health in medium term <p>RESOLVED: The Health and Safety Policy was approved</p> <p>RESOLVED: The Finance & Resources terms of Reference were Approval</p> <p>ii. Audit Committee Report</p> <p>a. Minutes and recommendations of the Audit meeting 6 June 2018. The minutes were circulated with the meeting papers and taken as read.</p> <p>There were no issues to raise; the committee had looked through the recent reports and all actions were either resolved or in progress.</p> <p>The committee had agreed to prepare a summary tracker to be more able to track actions and resolution. The Risk Management Policy had been approved.</p> <p>Internal Audit Plan 2018/19. The VPF&R explained due to the merger additional internal audit work was required to be carried out in terms of carry over balances and internal controls and processes over 2 sites. Coulsdon College will have to have another set of accounts from 1st August to date of merger which will need to be audited. There is a contingency amount for this in the internal audit plan. The internal audit plan had been recommended for approved by the committee.</p> <p>b. External Audit Planning The External audit plan had been recommended for approved by the committee.</p> <p>c. Audit committee Terms of Reference for approval. The terms of reference were circulated with the meeting papers.</p> <p>RESOLVED: The Terms of Reference were approved.</p> <p>RESOLVED: The Internal Audit Plan 2018-19 of 67 days, including provision for requirements following merger was approved.</p> <p>RESOLVED: The Financial Statements and Regularity Audit Plan with a proposed fee of £23,000 + VAT, was approved.</p>
<p>5.</p>	<p>TERMLY RISK REPORT <i>Supporting paper for approval</i></p> <p>The paper was circulated with the meeting papers and taken as read. The P&CEO reported that she will be looking at the risk report with the VPF&R over the summer as there are a number of risks that hadn't been taken into account e.g. financial health, income decline and health and safety, it has therefore been agreed with the Audit Committee that this will be updated over the summer and presented to governors early in 2018/19.</p> <p>ACTION: The Risk Report is to be updated and presented to governors early in 2018/19.</p>

6.	<p>POLICY REVIEW The Safeguarding Children, Young People and Adults at Risk Policy was circulated with the meeting papers for approval.</p> <p>The VPQ&C commented this is the usual annual update and the policy has been reviewed ready for the merged college. It has been checked against statutory updates includes Prevent duty and the appendices will cover the Academic Freedom which has been requested by the University of Sussex (appendix not included). When Coulsdon met last week they approved the policy as fit to meet their needs.</p> <p>RESOLVED: The Safeguarding Children, Young People and Adults at Risk Policy was approved.</p>
7.	<p>GOVERNANCE</p> <p>i. Reports on non-committee items Governors queried whether there will there be more learning walks for governors as this was really useful. The VPQ&C agreed to circulate a schedule of learning walk weeks but requested governors try to avoid the beginning of term.</p> <p>Governors were requested to let the VPQ&C know if these are not convenient and to inform her of any particular interests e.g. Maths and English.</p> <p>Governors gave positive feedback on the performance open days performance open days.</p> <p>ii. Chair's Actions for ratification There were no chairs actions for ratification.</p> <p>iii. Calendar of meetings for 2018/19 The calendar of meetings for 2018/19 had been circulated with the meeting papers.</p> <p>The Chair generally discussed succession planning with colleagues. He had previously asked colleagues who might be interested in taking on specific roles in the future and also the Chair of F&R committee to get in touch with him. Due to the merger GS had felt it appropriate to finalise the governance structure and look at whether one vice chair is sufficient and whether any governors from Coulsdon may also be interested in the role. This has therefore been moved for discussion next term by the newly merged board. There will be separate LQC committees for the two campuses and there will be continuity at Croydon with JC remaining as chair but a new chair will be required for the Coulsdon LQC committee.</p> <p>ACTION: The appointment of vice chair to the Board and chair of the F&R committee to be reviewed for the autumn term.</p> <p>ACTION: The Clerk to circulate learning walk dates.</p>
8.	<p>Other Business and evaluation There was no other business.</p> <p>JW gave her apologies for the strategy session.</p> <p>Governors were thanked for attended and GS wished them a great summer.</p>

Signed _____ (Chair)

Date: _____

Actions

Item	Action	By whom	Status
2 i.	A table of strategic targets to be included in the Principal's report for the next governors meeting	P&CEO	
5.	The Risk Report is to be updated and presented to governors early in 2018/19.	P&CEO/VPF&R	Completed
7.	The appointment of vice chair to the Board and chair of the F&R committee to be reviewed for the autumn term.	Chair	
7.	The Clerk to circulate learning walk dates.	Clerk	