

**MINUTES**

- PRESENT:** Gordon Smith (Chair)  
Caroline Allen (Vice Chair)  
Piers White  
Jean Cook  
Christina Gasson (staff governor)  
Jackie Wilding  
Frances Wadsworth (Principal &CEO)  
Mark Wilson  
Tom Hesmondhalgh  
Martin Corney  
Varsha Mehta
- IN ATTENDANCE:** Keith Oxspring (Chief Operating Officer -COO)  
Andy Smith (Deputy Chief Executive -DCE)  
Ann Monaghan (Vice Principal Curriculum & Quality–VP)  
Rob Tucker  
Jo Bland (Director Human Resources – DoHR)
- CLERK:** Evan Williams
- APOLOGIES** Clare Mackie  
Trevor Morgan  
Suzanne Hughes  
Kim Meyler-Vincent (staff governor)  
Mingyuan Ma (student governor – FE)  
Elle Pearson (student governor – HE)
- QUORUM** The meeting was quorate throughout
- TIMING** 6.00 – 8.05 pm

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	<p><b>Chair’s introduction and welcome</b></p> <p>The Chair opened the meeting and welcomed all present.</p>
	<p><b>Governors’ Briefing: The College’s Quality Improvement Journey an overview.</b></p> <p>The Principal &amp;CEO gave a presentation to the Governors on the College’s Improvement journey which covered the following points:</p> <ul style="list-style-type: none"> <li>• Croydon Context – changing student cohort</li> <li>• Our (College) Imperative</li> <li>• Leadership and Management – Strategy and Governance</li> <li>• Proposed SAR grades for 2016/17</li> <li>• Leadership &amp; Management – internal leadership, stakeholder communication and engagement</li> </ul>

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	<ul style="list-style-type: none"> <li>• Leadership &amp; Management – Students feel safe, QIP feedback and judicious management of resources</li> <li>• Outstanding partnerships – accreditation for Citizenship</li> <li>• Leadership &amp; Management – outcomes continuing to improve</li> <li>• Outcomes 2016/17 Summary – highlighting improving trends</li> <li>• Outcomes 2016/17 by cohort</li> <li>• Teaching, Learning and Assessment - reviewed as good</li> <li>• PDBW – reviewed as good</li> <li>• 2017/18 – QIP Priorities being Reach Higher, reading is key, feedback and digital citizenship</li> <li>• You will find .....A positive learning environment, a study programme that develops wider skills, all staff contributing to quality improvement.</li> </ul> <p>The Chair thanked the Principal &amp; CEO for her briefing and asked members present if they had any questions.</p> <p>PW asked about the size of the College within the Borough of Croydon. The DCE gave a brief overview of market share by age group.</p>
17.8	<p><b>i. Apologies for absence</b> Apologies were received from those listed above.</p> <hr/> <p><b>ii. Declaration of interests</b> There were no new declarations of interest.</p> <hr/> <p><b>iii. Minutes of the meeting on 6 October 2017</b> The minutes were approved as an accurate record and were signed by the Chair.</p> <hr/> <p><b>iv. Matters arising from the minutes not on the agenda</b></p> <p>The Principal &amp; CEO advised the Board that she was still waiting to have a telephone conversation regarding Croydon Council’s recent Ofsted inspection namely the “ <b>Inspection of services for children in need of help and protection, children looked after and care leaver and Review of the effectiveness of the Local Safeguarding Children Board</b>”. The Principal &amp;CEO advised that the Croydon Council Children’s Services and LSCB has been paired with Camden Council’s equivalent leads and has been allowed to continue to run its services with full monitoring in place.</p> <p>The Chair reminded Governors to complete their Prevent and updated Safeguarding online training and importantly to send in their assessment Certificates where they had not already done so to the Clerk. The Clerk advised that all Governors had completed and sent in their online Prevent training and that a number of Governors had completed the new updated Safeguarding training.</p> <p><b>Action –Governors who have not already completed the Safeguarding online training to do so.</b></p>
17.9	<p><b>Principal &amp; CEO Recruitment</b> <b>Chair – verbal update and recommendation to the Board</b></p> <p>The Chair thanked all Governors, staff and students who had been involved in</p>

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	<p>the Principal &amp;CEO recruitment process. He gave a brief overview of the process:  there were 23 applications for the post which were sifted to a shortlist of 6. Candidates had been invited to attend a 2 day selection process on the 4/5 December 2017. Two candidates were not taken further at the end of day one and 4 candidates were asked to attend day two of the selection process. At the end of which the Governor Selection team were in agreement as to who they would take forward as a recommendation to the Board for final approval.</p> <p>The Chair advised the Board that the recommendation from the selection panel was Caireen Mitchell. The Chair provided the Board with a brief resume of Caireen Mitchell's career history.</p> <p>The Board was unanimous in its decision, for a formal offer of appointment to be made to Caireen Mitchell as Principal &amp;CEO of Croydon College.</p> <p><b>RESOLVED:</b>  <b>An offer of employment as Principal/CEO of Croydon College be made to Caireen Mitchell.</b></p>
17.10.	<p><b>EVALUATION OF STANDARDS</b></p> <p><b>i Principal's Report</b>  <i>Supporting paper presented by the Principal &amp;CEO</i></p> <p>Key items/headings in the Principal's report were:</p> <ol style="list-style-type: none"> <li>1. KPI Dashboard Commentary</li> <li>2. English and maths update</li> <li>3. Quality Improvement progress <ol style="list-style-type: none"> <li>3.1 Lesson observation and Learning Walk feedback</li> <li>3.2 Stakeholder/GOAL feedback</li> </ol> </li> <li>4. Citizenship update <ol style="list-style-type: none"> <li>4.1 Safeguarding and Prevent</li> </ol> </li> <li>5. Working with Employers, NCS, Work Experience and Skills for Next Steps</li> <li>6. Staff and management development</li> <li>7. Partnership update</li> <li>8. Bids and applications</li> <li>9. Finance</li> <li>10. Estates and College Green</li> <li>11. Institute of Technology</li> <li>12. Governor engagement.</li> </ol> <p>The Principal's report was taken as read and the Chair asked if Governors had any questions regarding the report. Key items that were discussed were:</p> <ul style="list-style-type: none"> <li>• The English and maths initiatives across the College – where all staff were promoting English and maths. As part of the QIP priority 'reading is the key to learning', all teams had been tasked with introducing relevant ways for students (and staff) to share their enjoyment of reading and to develop further confidence and skills. For example, one School has devised a new initiative named ERIC (Enjoy Reading In College) to promote reading and this has resulted in a far higher profile for reading within the area and more frequent/extensive reading in lessons</li> </ul>

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	<ul style="list-style-type: none"> <li>• Go Out And Listen (GOAL). The Principal thanked Governors for their continued support and contribution to GOAL.</li> <li>• Safeguarding and Prevent - an update on training and issues emerging</li> <li>• Ongoing discussions regarding Institutes of Technology and partnership working.</li> <li>• Estates – the Principal advised that there had been no further news from the Council – a suggestion was made that the Chair write further to the Council.</li> </ul> <p><b>Action – Chair to write to the Leader of the Council</b></p> <p><b>RESOLVED:</b>  <b>The Board received the report.</b></p> <p><b>ii Self-assessment Report 2016-17 and Quality Improvement Plan</b></p> <p>The VP introduced this item to the Board and referred to the accompanying paper. She advised that as part of the College’s quality assurance and quality improvement processes, regular self-assessment is a critical tool to measure impact on the student experience and outcomes. The SAR is currently being validated with the support of Tony Noonan (former Senior HMI for the London Region) who not only brings a wealth of experience to this role but also has worked with the College over time and so can better see change year on year.</p> <p>The VP informed the Board that LQC members reviewed the annual Self-Assessment Report (SAR) in light of</p> <ul style="list-style-type: none"> <li>• Termly Position Statements previously received – “in year” reports presented to them on a termly basis at meetings through the year</li> <li>• Student voice activities and feedback – LQC members are regular attendees at a range of student voice events</li> <li>• Wider stakeholder feedback – summary termly report considered at each LQC meeting</li> <li>• Student outcomes ie a three year improvement trend with no gaps based on socio economic characteristics and vastly improved outcomes for students with declared mental health needs</li> <li>• QI journey over time from 2014/15 (Ofsted last inspection April/May 2014) to the current year</li> <li>• Summary report presented to Board in October 2017 (SAR summary points and QIP 2017/18 detail)</li> </ul> <p>The SAR builds on progress from the previous SAR and QIP and feeds into and shapes the College QIP for 2017/18. The VP advised that this was the second year of themed months relating to QIP and GOAL. The first month’s theme was Safeguarding where a successful Safety Fare, covering a broad range of safety topics was held in College.</p> <p>The VP referred the Board to the proposed SAR grades for 2016/17 and a discussion ensued regarding the grades given. The Chair suggested that the numbers in the SAR be changed to words – where “2” equates to “Good”.</p> <p><b>RESOLVED:</b>  <b>That the Self-Assessment Report (SAR) 2016-17 be approved with the following grades:</b></p> <p style="text-align: right;"><b>Outcomes for learners: 2/good</b>  <b>Quality of Teaching, Learning and Assessment: 2/good</b></p>

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	<p data-bbox="470 203 1286 302"> <b>Personal Development, Behaviour and Welfare: 2/good</b>  <b>Effectiveness of Leadership and Management: 2/good</b>  <b>Overall Effectiveness: 2/good</b> </p> <p data-bbox="373 338 1398 371"> <b>iii Annual Monitoring Report (AMR) and Quality Enhancement Plan (QEP)</b> </p> <p data-bbox="373 374 1425 506"> The DCE informed the Board that the Annual Monitoring Report (AMR) is a means by which our main validating partner, the University of Sussex (US), evaluates the performance of University Centre Croydon (UCC) in terms of quality and standards. </p> <p data-bbox="373 539 1401 672"> The format and contents are as prescribed by US for all its partners. US convenes a Partner Annual Monitoring Review and Evaluation (PAMRE) each January at which each partner's AMR is reviewed by peers. US provide written feedback on the AMR with recommendations. </p> <p data-bbox="373 705 1362 909"> The DCE advised that the College is facing increasing competition in higher education, particularly from post 1992 Universities, mostly based in London, who are now often matching the college's entry criteria and who are able to deploy considerably greater resources throughout the recruitment period, particularly during extended clearing, to attract prospective students. The consequence is reduced recruitment, particularly to the School of Art, </p> <p data-bbox="373 943 1425 1075"> Completion rates continue to improve, albeit slowly at level 4, and there has been a very significant increase in the award of first and 2:1 degrees with 49% awarded this year in the most popular courses. Completion rates in the School of Art are disappointing </p> <p data-bbox="373 1108 1425 1240"> The DCE advised that the reports were validated by LQC on the 22 November 2017 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 data-bbox="373 1274 1425 1377"> <b>RESOLVED:</b>  <b>That the Annual Monitoring Report had and the Quality Enhancement Plan had been approved by LQC and sent to the respective HEI's.</b> </p> <p data-bbox="373 1411 874 1444"> <b>iv Governors' Assurance of Quality.</b> </p> <p data-bbox="373 1447 1425 1650"> 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 data-bbox="373 1684 1425 1787"> 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 2017. </p> <p data-bbox="373 1821 1425 1924"> <b>RESOLVED:</b>  <b>Governors Assurance of Quality for HEFCE had been approved by LQC and endorsed by the Board.</b> </p> <p data-bbox="373 1957 815 1991"> <b>v Proposed Targets for 2017/18</b> </p> <p data-bbox="373 1993 1425 2047"> The DCE introduced this item and informed the Governors of the proposed targets for 2017/18 had been detailed in the KPI section of the Principal's report. </p>

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	<p>He advised that the student performance targets were stretching. A brief 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>• Improving the KPI dashboard.</li> </ul> <p><b>RESOLVED:</b>  <b>The Board noted that the targets had been approved by LQC.</b></p>
17.11	<p><b>Business Planning and Management</b></p> <p><b>i Annual Report &amp; Financial Statements 2016/17</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.</p> <p>It was agreed that the bar chart relating to Governor attendance be removed as it did not add a great deal of value to the report.</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>Action: Clerk/COO to remove bar chart from the report</b></p> <p><b>RESOLVED:</b>  <b>That the Annual Report and Financial Statements be approved.</b></p> <p><b>ii 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 by Executive on 22 November 2017. The Principal reminded the Board that the Audit Committee oversees the full Risk Register, with risks being ascribed to specific Committees for detailed monitoring. The appended key detailed the list of risks and ownership by Committees.</p> <p>The Principal suggested that given the importance of Safeguarding and Prevent, covered through OP5, that this risk, whilst owned by LQC is now also overseen and presented to full Board. LQC agreed the heightened scrutiny of this risk and appended documents indicate this change.</p> <p>It was agreed that the overall risk register be reviewed by CSG.</p> <p><b>RESOLVED:</b>  <b>That the changes to the committee overview risk and the Risk Management Register be approved.</b></p>

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	<p><b>iii Finance and Resources Committee Report</b>  <i>Supporting paper, including minutes of the F&amp;R Meeting on 31 October 2017, 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>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 (minor amendments) be approved and the consideration by the Committee of the annual review of Treasury and Banking Arrangements and the approval of the Supply Chain Charges and Fees Policy 2017/18 be noted</b></li> </ul> <p><b>iv Recommendation on the implementation of the increase in the London Living Wage and update on the pay claim from UCU</b>  <i>Supporting paper, including minutes of the F&amp;R Meeting on 31 October 2017, presented by the Chair of F&amp;R</i></p> <p>The DoHR by way of background, advised the Board that for the past few years the College had noted the recommendations of the AoC and had taken a view as to the affordability of the award or whether an alternative form of payment would be both more affordable and also more appropriate. In addition, the College has annually reviewed each November and considered implementation of the London Living Wage for the lowest paid staff. It has also annually reviewed each April (previously October) and considered implementation of an additional £1 per hour on the relevant apprenticeship hourly rate for its own apprentices.</p> <p>In reviewing both the UCU claim and the AoC recommendation in terms of affordability, the overall percentage increase of the UCU claim would cost in the region of £700k pa to implement. UCU have informed the College that if it does not implement this pay claim it will consider itself to be in a trade dispute with the College. The AoC recommendation would cost in the region of £100k pa to implement.</p> <p>The recommended London Living Wage increased from an hourly rate of £9.75 per hour to £10.20 per hour on 6 November 2017. Implementing this increase will cost in the region of £30k pa.</p> <p>It was agreed that the College implement the recommended London Living Wage.</p> <p>The Chair advised that 95% of schools operate a similar pay structure and that the pay differential between school and Croydon college staff had increased over recent years. It was agreed that the DoHR carry out an analysis of staff within the College who had not received a pay increase.</p> <p><b>RESOLVED:</b>  <b>The College implement the London Living Wage.</b></p> <p><b>Action: DoHR carry out an analysis of staff within the College who had not received a pay increase.</b></p>

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	<p><b>v Audit Committee Report</b>  <i>Supporting papers, including Audit Committee Minutes from 7 November 2017 and Audit Committee Annual Report.</i></p> <p>The Audit Committee had also reviewed the external audit management letter, Regularity Audit and the College's letter of representation</p> <p><b>RESOLVED:</b>  <b>That, in line with the recommendations of the Audit Committee, the following be approved:</b></p> <p>A. <b>The Financial Statements and Regularity Audit Findings Report (BDO)</b></p> <p>B. <b>The Internal Audit Annual Report 16-17 (RSM)</b></p> <p>C. <b>The Internal Audit Plan 17-18</b></p>
17.12	<p><b>Governance</b></p> <p><b>i Search Committee report</b>  <i>Presented by the Chair</i>  The Search and Governance Committee met on 28 November 2017.</p> <p>The Board is asked to take assurance that the Committee has scrutinized and discussed matters fully and approve the following recommendations (background papers are can be provided on request)</p> <p><b>Recommendations for approval:</b></p> <ul style="list-style-type: none"> <li>• <b>Board to approve extending Piers White's term of office from 23 March 2018 to the end of the academic year 2017/18 for Board Development and mentoring purposes.</b></li> <li>• <b>To confirm the following governors in post for a further four-year term in office from August 2017:</b> <ul style="list-style-type: none"> <li>○ Trevor Morgan</li> <li>○ Jacquie Wilding</li> </ul> </li> <li>• <b>To thank Claire Mackie (term of office ending 31/12/17) Suzanne Hughes (31/12/17) and Caroline Allen (31/01/18) for their support as Governors. All of whom have been excellent, supportive and appropriately challenging and will be missed by Board Members and Staff at Croydon College.</b></li> <li>• <b>Skills Audit to be reviewed and sent to Board Members.</b></li> <li>• <b>Board Self-assessment outcomes, which was graded good overall with outstanding features, continue to be developed into specific actions linked to the Governors Quality Improvement Plan.</b></li> </ul> <p><b>ii Board self-assessment</b>  All Governors had been asked to complete the Governors' self-assessment questionnaire which was sent on the 14 October 2017 with a reminder sent on the 8 November. The questionnaire was sent to all external and staff governors, 13 in total. Governors were asked to reflect and indicate how well they considered 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 distance travelled by the Board, in the five key strategic governing criteria set by Department of Business Innovation and Skills and Ofsted, over the two</p>



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	<p>years were highlighted in the report and reflected the work carried out by the Governing Body on the Governance Quality Improvement plan.</p> <p>The overall outcome from the Board self-assessment was good.</p> <p><b>RESOLVED:</b> <b>The Board received the report.</b></p> <p><b>iii Results of Student Governor election</b> Ell Pearson elected as HE Student governor</p> <p><b>iv Outcome of Area Review Recommendation</b> <i>The Chair presented an email received from Chris Dearnley, Head of intervention Team.</i></p> <p>The recommendation from the South London Area Review for Croydon was:</p> <p>Croydon College to remain as a stand-alone further education college, with a recommendation to review that position by summer 2017 with the Department for Education, taking account of the College's July 2017 financial plan.</p> <p><b>Chair's action Reports</b> There were no Chair's actions to report.</p>
<b>17.13</b>	<b>Evaluation of meeting</b> Evaluation forms were handed out to all present.
<b>17.14</b>	<b>Other Business</b> Confidential item. All staff were asked to leave the meeting at this point.
	<b>There were no items of any other Business and the meeting closed at 20.05</b>

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

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

## Actions

### Board meeting 6 December 2017

Item	Action	By whom	Status
<b>17.8.iv</b>	Governors who have not already completed the Safeguarding online training to do so.	<b>Governors</b>	
<b>17.10.i</b>	Chair to write to the Leader of the Council regarding College Green and the new College Building	<b>Chair</b>	<b>completed</b>
<b>17.11.i</b>	Action Clerk/COO to remove bar chart from the annual report	<b>Clerk/ COO</b>	<b>completed</b>
<b>17.11.iv</b>	DoHR carry out an analysis of staff within the College who had not received a pay increase.	<b>DoHR</b>	<b>On going</b>

