

**CROYDON COLLEGE FURTHER EDUCATION CORPORATION  
BOARD OF GOVERNORS  
11 JULY 2017**

**MINUTES**

- PRESENT:** Gordon Smith (Chair)  
Frances Wadsworth (Principal)  
Jean Cook  
Martin Corney  
Craig O'Donnell  
Jackie Wilding  
Anita McGowan (Academic Staff Governor)  
Mark Wilson
- ALSO ATTENDING:** Andy Smith (Deputy Chief Executive – DCE)  
Keith Oxspring (Chief Operating Officer -COO)  
Ann Monaghan (Vice Principal Curriculum & Quality – VPCQ)  
Jo Bland (Director of Human Resources – DoHR)
- CLERK:** Evan Williams
- APOLOGIES** Clare Mackie  
Caroline Allen (Vice Chair)  
Piers White  
Trevor Morgan  
Varsha Mehta  
Soraia Barbosa (FE Student Governor)  
Laura Cassaretto (HE Student Governor)
- QUORUM** The meeting was quorate throughout
- TIMING** 18.00 – 20.00

Item	
1.	<p><b>i. Chair's introduction, apologies for absence and new interests.</b></p> <p>The Chair requested that item 8i, Search Committee recruitment recommendations, be taken at the start of the meeting.</p> <p><b>8.1 Search Committee Appointments to the Board</b> <i>Supporting paper: Search Committee report</i></p> <p>The Search Committee had considered recruitment of new Governors to the Board following a review of vacancies and skills audit. Interviews had been convened with two prospective candidates Mark Wilson, currently co-opted onto Audit Committee with a background in Corporate Finance and Varsha Mehta currently Senior Relationship Manager, Corporate and Commercial Banking, Croydon, South London and Surrey, for National Westminster Bank.</p> <p><b>Resolved – Mark Wilson and Varsha Mehta be appointed as Governors, for a four year term of office.</b></p> <p>The newly elected governor, Mark Wilson was welcomed to the meeting. It was noted that Varsha Mehta was unable to attend due to prior commitments. First term of office is split into</p>

Item	
	<p>2 year probation/review followed by a 2 year term of office.</p> <p><i>The items appear in the minutes in the same order as on the agenda.</i></p> <p>There were no new declarations of interests.</p>
	<p><b>ii. Minutes of the meeting on 21 March 2017</b></p> <p>RESOLVED: that the minutes be approved as an accurate record, with one minor amendment to point 4, insert “Colleges” to read “none of the Birmingham Colleges”, and signed by the Chair.</p>
	<p><b>iii. Matters arising from the minutes not on the agenda</b></p> <p>There were no matters arising.</p>
<p><b>2.</b></p>	<p><b>Evaluation of Standards</b></p> <p><b>i. Principal’s Report</b></p> <p><i>Supporting paper presented by the Principal and CEO</i></p> <p>An update on the written report was provided, and key headlines were highlighted.</p> <p><b>1. Teaching, Learning and Assessment</b></p> <p>The Principal/CEO highlighted that Teaching, Learning and Assessment (TLA) judgements are robust, being drawn from a broad evidence base including formal lesson observations, frequent learning walks, student feedback, monitoring of My Progress Tracker, quality assurance processes and reports from awarding bodies. TLA judgments are informed by having two experienced Associate Ofsted Inspectors on the management team and drawing in external expertise for joint assessments, this year involving a recently retired Senior HMI. The Principal thanked those Governors who had engaged in shadowing observers in Learning Walks which had afforded first-hand experience of TLA and our practices to assure that TLA remains at least Good, with Outstanding aspects which we seek to build on.</p> <p><b>1.1 Maths &amp; English</b></p> <p>Maths GCSE exams took place on 25<sup>th</sup> May and 8<sup>th</sup> June whilst English took place on 5<sup>th</sup> May. Overall attendance was 86.4% for maths and 89.0% for English. Final sittings also took place for Functional Skills (FS) examinations (English and maths). To date, FS outcomes are higher than 2015/16 with a significant volume of FS English results due mid-August. GCSE outcomes will be known on 10<sup>th</sup> August (English) and 24<sup>th</sup> August (for maths). All Students are entered for a level of English/maths which is higher than that already attained to ensure appropriate development and progression. Board was reminded that this is not the case in all colleges.</p> <p><b>1.2 Citizenship</b></p> <p>Student feedback confirmed that students continue to feel very safe at the college. The College’s Citizenship delivery was now considered to be an Outstanding aspect of students experience at College. UNICEF engagement, with significant volunteering, National Citizenship partnership working and our delivery of British Values had all come together within and through consideration of Citizenship. The College had recently been awarded the Association for Citizenship Teaching Quality Standard Certificate for FE in recognition of our outstanding Citizenship provision. The Award included the judgement that “Croydon College, its staff, students and leadership are to be commended for their foresight in looking at citizenship through the lens of values and then translating this into real experiences, events, trainings and contexts. This is highly desirable in educational</p>

Item	
	<p>establishments but rarely seen. ” (ACT July 11<sup>th</sup> 2017).  Approximately 800 students this year have taken a short course in Citizenship to provide an opportunity for them to consolidate their learning and evidence their growing maturity as active citizens, which embraces British Values. All students are encouraged to volunteer take part as part of the UNICEF Pledge Award. Board confirmed their support for this important aspect of student life and learning.</p> <p style="text-align: center;"><b>1.3 Apprenticeships</b></p> <p>The Principal noted the introduction of accounting apprenticeships this year as a result of employer demand and our Health and Social Care apprenticeships continue to develop and expand to meet the increasing needs of our key partners of hospices and residential care homes, which actively engage in the design and implementation of the various programmes through to level 5.</p> <p style="text-align: center;"><b>2.0 FE/HE Applications and recruitment Applications</b></p> <p>Applications of 16-18s to Further Education programmes from externals is lower than at the same time last year, but with positive internal progression it was noted that the likely position for recruitment overall seemed likely to be in line with the current year’s recruitment, despite demographic downturn.</p> <p>Applications to our HE programmes through UCAS are also lower than at the same time last year, with 227 against 304. Firm acceptances are running at about 60% of last year with the biggest decline in Public Health and Social Care, Design and Visual Communication and Early Childhood Studies. The Principal advised that careful consideration continues to be given to recruitment and any impact on HE income early in the next academic year, when numbers became clearer.</p> <p style="text-align: center;"><b>2.1 KPI Dashboard</b></p> <p>The Principal/CEO referred the Governors to the tables attached to the report and advised that the College predicts a further increase in the education and training achievement rates this year with a particularly pleasing increase in 16-18 success.</p> <p>With respect to other KPIs, , lesson observations continue to reflect the impact of sustained staff development with respect to teaching, learning and assessment and the increasingly open way in which staff share their best practice.</p> <p style="text-align: center;"><b>3.0 Curriculum &amp; Business Planning</b></p> <p>There are changes to the 16-19 Study Programme which include: the introduction of the new GCSE English and maths programmes, Citizenship, (including British Values) to be a central feature of all Study Programmes, extension of the work experience programme and a new Foundation programme offering several vocational choices to improve informed progression to level 2. The Principal noted that the partnership with Chelsea FC Foundation had ceased, being replaced with a new relationship with Crystal Palace FC and their Foundation, Palace for Life, who will run a reengagement programmes off site, overseen by the College.</p> <p style="text-align: center;"><b>5.0 Staff Learning and Development</b></p> <p>All Academic, Academic Support and Business Support staff had engaged and follow a core development provision, which includes Safeguarding and Respect for All, Mental Health Training, Health and Safety and preparations for enrolment. Citizenship training, which incorporates British Values, is also provided for all, focusing on curriculum planning, communications and the college environment.</p> <p>The Commercial Upskilling whole college staff develop programme, now in its fifth year, was providing valuable feedback from employers on skills needs, latest resources and techniques and Croydon context for employment. This had lifted and updated staff skills and informed</p>

Item	
	<p>planned. The scheme provided holistic approach yielding both employer engagement and staff commercial upskilling which Board members applauded.</p> <p><b>6.0 Safeguarding and Prevent</b>  Students and Staff have expressed that they feel safe in College and are aware who to report concerns to. Students' understanding of the dangers of extremism and radicalisation continues to be a priority. Cross college themed months offer the opportunity to reinforce Citizenship and British values.  All staff had been briefed on the NACTSO "Run, hide, tell" information video and the video had been used with Curriculum staff who in turn used the resource with students within tutorial. The Principal thanked Craig O'Donnell for the insight he had given in how Land Securities were ensuring safe practices in their shopping malls. A review of the Chaplaincy is in progress, assisted by Bishop Jonathan, who chairs Croydon's multi faith group.</p> <p><b>7.0 Finance</b>  A budget for 2017/18 had been prepared together with a forecast for 2018/19 which had been approved by Finance &amp; Resources. Despite difficult operating conditions, it was noted that a small surplus is planned in both years - £44k in 2017/18 and £83k in 2018/19. The Principal highlighted that the ESFA Financial Health is anticipated to improve from 'Satisfactory' in 2017 to 'Good' in both 2018 &amp; 2019. The Principal advised that a cost reduction plan was under way to ensure that staff costs matched available income.</p> <p><b>9.0 Property Update</b>  The minutes of the last two CSG+F&amp;R meetings had been appended to the Principal's Report, which were taken as read. The sale of Duppas Hill was noted and Board were pleased to see this asset realised, since it had not afforded any benefit to students or learning, rather being a distraction that required maintenance and resource. Negotiations with the Council regarding the College Green development were outlined and noted as ongoing. The Board clarified its priority was to safeguard the College assets, be mindful of fiduciary responsibilities, but with a positive enthusiasm for playing a part in Croydon regeneration and development, which could yield a brand new college build.</p> <p>Craig O'Donnell was pleased to note that brick Cladding on Barclay Road Annex was the only College building that had cladding and that this did not pose a Fire risk, but advised that at Land Securities checks were also being made on adjacent buildings.</p> <p>The COO advised the Board that additional security measures including steel boarding up of entrances and accessible windows had been added to deter people entering the Barclay Road Premises. (There had been some issues across the College Green in the car park, with some attempts to enter Barclay Road Annex)</p> <p>Board members followed up with further discussion on improvements, progress and judgements on Teaching, Learning and Assessment and attendance.  There was a wide discussion as to how attendance could be improved and what further measures that could be put in place to address an aspect of student behaviour that was proving difficult to change. There was acknowledgement that significant management energy had been deployed in this field- and that whilst attending students appreciated seeing measures were being taken- it nonetheless had not yielded the desired overall improvements in sufficient numbers of poorly attending students to be judged to be effective. A more targeted approach focussing further on specific students and areas that had the most significant problems was being planned.</p> <p style="text-align: right;"><b>The Board received the report.</b></p>

Item	
	<p><b>ii. Learning and Quality Committee (LQC) report</b>  <i>Supporting paper presented by the Chair of LQC –minutes of the meetings held in March and June 2017.</i></p> <p>The Chair provided a verbal update to the committee minutes. This highlighted improvements that had been achieved- the Good with Outstanding features Teaching and Learning experience students at the College received and rigorous monitoring. The Chair focused on the work carried out by the College as well as the improved reporting by managers on key areas of quality reporting within the curriculum:</p> <ul style="list-style-type: none"> <li>• Quality Improvement Plan (QIP) – FE</li> <li>• Quality Enhancement Plan (QEP) – HE</li> <li>• Outcomes for learners and predicted achievement indicating trends of improvement continuing</li> <li>• HE – annual provider report</li> <li>• Curriculum planning.</li> <li>• Predicted grades report to be linked to NTI's</li> </ul> <p>The Chair asked the Board if there were any specific areas of work they would want LQC to focus on in the Autumn term. It was suggested that it would be useful for governors to review ways for them to be more informed of student progress as well as student achievement. It was also suggested that the latest Ofsted report be circulated to all governors as a reminder of distance travelled and measure of progress since 2014.</p> <p>The termly report on Safeguarding referrals was received by the Board.</p> <p style="text-align: center;"><b>Actions – LQC to identify methods for reviewing student progress  Clerk to circulate most recent OFSTED report to all Board members.</b></p>
	<p><b>iii. The Learner Experience: Student Governor report</b>  <i>The Student Governor report was tabled.</i></p> <p>The Board noted the report. The Chair advised that he had attended the UNICEF Pledge Awards Ceremony which had been truly uplifting and that the total number of volunteer hours accumulated by Croydon College learners in 2016/17 was an amazing 21,534.</p> <p style="text-align: right;"><b>The Board received the report.</b></p>
3	<p><b>Strategic Update</b>  <i>Supporting paper presented by the Principal:</i></p> <p>The paper was taken as read by the Principal, who then highlighted a number of aspects. There had been extensive and iterative consultation with staff, students and stakeholders as part of the annual review, along with Board workshops to reflect on Strategic direction, within a fluid and turbulent FE and HE landscape. These considerations, following on from Area Reviews, had yielded proposals for change to Vision. Mission Values and the detail of the Strategic Imperatives and measures.</p> <p>The Principal referred Board to the 's' curve which summarise the six year improvement trends which had followed on from difficulties when data irregularities were exposed in 2011, clawbacks ensued and an NTI imposed upon the College by the former SFA.</p> <p>Board agreed with the proposal that the Vision should more strongly state the ambition to promote technical and professional routes <i>and becomes</i>  <b>'Inspiring and supporting students through outstanding technical and professional routes of learning, developing skills and changing lives'</b></p>

Item	
	<p>The Board also agreed that the Mission be changed to reflect the increased importance of Citizenship to a successful life, becoming:  <b><i>'Inspiring our community through high quality education and training, maximising students' potential to be active citizens with rewarding lives and careers'</i></b>.</p> <p>The Principal also referred the Board to the updated Strategic Drivers and highlighted changes to reflect the increasing emphasis on developing a digital strategy- and for digital skills to hold in equal importance with maths and English.  Board reflected further on College Values and specifically Employability. It was agreed on that Employability was not really a Value and that it should be removed as a core value and that Responsibility and Accountability should be separated out as two separate values.</p> <p>Typographical amendments were noted, and the appended version of the Strategic Plan now has all of these amendments affected.</p> <p style="text-align: center;"><b>RESOLVED: that the revised Strategic Plan, with the suggested amendments be approved.</b></p> <p style="text-align: center;"><b>Action –Principal to ensure the required changes and circulate the amended version of the Strategic Plan.</b></p>
4.	<p><b>Stakeholder Engagement</b>  <i>Supporting paper presented by the Principal:</i></p> <p>The report was taken as read. The Principal highlighted that the paper sought to clarify the routes by which two way communication with stakeholders was achieved and utilised by the College to ensure currency and relevance of the College operation and offer. Feedback gleaned had informed SMT planning and decision making on a number of fronts, yielding the quality improvement that the College had achieved to date.</p> <p>It was suggested that explicit reference to Croydon Council within the Community and External Agencies column of the table would be an improvement. It was agreed that even though it was there within references to engagement within LSP, Chief Execs, Borough meetings and Croydon works a more explicit reference would be preferable.</p> <p style="text-align: right;"><b>The Board received the report</b></p> <p style="text-align: center;"><b>Action – a specific reference to Croydon Council be added to column 4</b></p>
5.	<p><b>Business Planning and Management</b></p>
i.	<p><b>Financial Monitoring and Management</b></p> <p><b>a. Budget 2017-18 and 3-year financial plan</b>  <i>Supporting paper for approval, presented by the COO:</i></p> <p>The COO advised that the notes in the report provided commentary on the 2017/18 budget and the 2018/19 forecast. It was noted F&amp;R committee had considered the budget on 13 June 2017.</p> <p>The COO advised the Board that the overall financial objective was to ensure that the College had the appropriate funds available and funding streams in place to be able to meet the needs of students today and for the foreseeable future and referred the Board to the proposed short term (two year) financial objectives :</p> <ol style="list-style-type: none"> <li>1. To achieve an overall ESFA Financial Health of at least “satisfactory”</li> <li>2. To achieve a surplus on operations</li> </ol>

Item	
	<p>3. To achieve EBITDA of at least 5.0%</p> <p>4. To reduce the pay to income ratio to a maximum of 68%</p> <p>5. To maintain a current ratio of 2.0.</p> <p>Key headlines were:</p> <ul style="list-style-type: none"> <li>• Income forecast for 16-18 ESFA £8,012K which is based on the College recruiting 1,399 students</li> <li>• Adult Education budget has been set at a similar level to 2016/17 less a sum of £284k in respect of 19+ which has now been included as part of the 16-18 funding.</li> <li>• 16-18 Apprenticeships – this area of activity is considered to be a growth opportunity with income levels in 2017/18 forecast to increase by 22% on 16-18 Apprenticeships.</li> <li>• HEFCE – the College are predicting a decrease in student numbers in both 17/18 and 18/19 with this area of income being classified as high risk. The committee was advised that the College was down 25% on applications for the same period last year and down 40% on confirmed numbers.</li> <li>• Pay costs had been compiled based on the anticipated establishment as a 1 August 2017. The committee was advised of the general assumptions used in calculating the future pay costs including pay to income ratio targets of 67.8% on 2017/18 and 67.5% in 2018/19.</li> <li>• LGPS contribution rates have been included in line with current agreements made with the actuary.</li> </ul> <p><b>RESOLVED: that the 2017-18 budget and financial three year forecast be approved.</b></p>
	<p><b>b. Finance and Resources Committee report</b>  <i>Supporting paper: Minutes of the F&amp;R meetings on 25 April and 1329 June 2017</i></p> <p>Martin Corney had agreed to report back on behalf of the Chair of F&amp;R. No issues were reported from either the April or June meetings of the Committee and that the minutes tabled were a true and accurate reflection of the discussion during the meeting.</p> <p>A question was tabled as to whether it was appropriate for the Chair of F&amp;R to also be the Board link with Health &amp; Safety in light of the recent Grenfell Tower fire and the risks being faced by Housing Association Committees and Boards.</p> <p>May Management accounts- It was noted that key issues had been reflected in the Principal's report.</p> <p><b>RESOLVED: that on the recommendation of the F&amp;R Committee</b></p> <p>(i) <b>The updated Health and Safety Policy be approved.</b></p> <p>(ii) <b>The updated Finance and Resources Committee Terms of reference be approved</b></p> <p><b>Action – review any potential conflict of interest for the Chair of F&amp;R to be acting as key Board link with the Health &amp; Safety Committee.</b></p>
ii	<p><b>Audit Committee report and recommendations</b>  <i>Supporting paper presented by the Chair of the Audit Committee</i></p> <p>It was noted that the Audit Committee had met on 6<sup>th</sup> June 2017 and that the committee reports to the Board through its minutes. The Chair commented that management were good at responding to requests made by the committee.</p>

Item	
	<p>A member of the Board highlight errors relating the College mission statement in the RSM Internal Audit Strategy for 2017/18 - 2019/20</p> <p><b>RESOLVED: that, on the recommendation of the Audit Committee, the following be approved:</b></p> <ul style="list-style-type: none"> <li>i. <b>The Internal Audit Plan 2017-18</b></li> <li>ii. <b>The Financial Statements and Regularity Audit Plan</b></li> </ul>
iii	<p><b>Regularity Audit Self-Assessment Questionnaire (SAQ)</b> <i>Supporting paper presented by the COO</i></p> <p><b>RESOLVED: that the Regularity Audit SAQ be approved and signed by the Chair and Principal.</b></p>
6.	<p><b>Termly Risk Report</b> <i>Supporting paper by the Principal</i></p> <p><i>The Principal advised that the overall risk register is reviewed monthly by the Executive and SMT as a standing item on their agenda- and was last reviewed 04 July 2017. The Principal advised that there were no proposals for change.</i></p> <p style="text-align: right;"><b>The Board received the report</b></p>
7.	<p><b>Policies for Approval</b> Supporting Paper by Assistant Principal, presented by the Principal.</p> <p>The Board were advised that the Student Constitution Policy is reviewed every five years. The changes are minor and are as follows:</p> <ul style="list-style-type: none"> <li>• Changes to job titles.</li> <li>• Separating the process for HE and FE</li> <li>• Including apprentices with other students</li> </ul> <p>Governors are asked to approve the policy which has been reviewed against internal procedures, external 'best practice' and statutory requirements where appropriate.</p> <p><b>Resolved – The Board approved the Student Constitution Policy.</b></p>
8.	<p><b>Governance</b></p>
i	<p><b>Search Committee report and recommendations</b> <i>Supporting paper by the Clerk, presented by the Chair</i></p> <p>Board recruitment was dealt with at the beginning of the meeting. The Search Committee minutes for 15 April 2017 were noted.</p>
ii.	<p><b>Role Descriptor for Board Adviser</b> Supporting paper by Principal/CEO</p> <p>The Principal advised that it had been recognised that from time to time the Board may need to seek the views and experience of individuals/specialists who are unable to dedicate the time to attend the meetings required as a Governor. However, their thoughts and input would be of value to both the Board and College strategic mission and vision.</p> <p>The role description which has previously been approved by the Search Committee</p> <p><b>Resolved – the Board approved the role descriptor for Board Adviser. It was noted that Kevin Zukowsky Morrison, Bishop Jonathan and Matt Simms were currently in this</b></p>



Item	role
iii.	<b>Governor reports on non-committee items</b> There were no additional reports from governors on non-committee items.
iv	<b>Chair's Actions for ratification</b> There were no Chair's Actions requiring Board ratification.
v.	<b>Calendar of meetings</b> The Chair advised the Board that the Calendar of meetings for 2017/18 had been tabled at committee meetings and was now being ratified by the Board. The Chair asked that if Governors were aware of any meetings they were unable to attend to notify the Clerk as soon as is practicable to ensure meetings are quorate. <b>Resolved - the Board approved the Calendar of meetings for 2017/18</b> <b>Action – Clerk to circulate calendar of key events to Governors for September 2017</b>
9.	<b>Other Business</b> <ul style="list-style-type: none"> <li>• Craig O'Donnell had informed the Chair that due to relocation he was unfortunately unable to renew his term of office. The Chair had approached Caroline Allen, vice Chair and Audit Committee member to temporarily act as Chair of Audit whilst new committee members were recruited.</li> <li>• The Chair stated that as it was Craig O'Donnell's last meeting he would like to take the opportunity on behalf of the Board to thank Craig for his hard work, support and guidance over the past four years. Craig's willingness to continue in an informal advisory capacity to the Principal for property matters was welcomed.</li> <li>• The Chair advised all Governors present that he would be carrying out a programme of one-to-one's at the beginning of the next academic year in September.</li> <li>• The Chair also took the opportunity to thank the whole of the Governing Body for all their help, support and hard work over the past academic year in support of the students, staff and community.</li> <li>• The Chair reminded the Board of the scheduled meeting dates for 2017/18 for the Board and its committees and asked all to check availability for these dates, with any diary conflicts being raised with the Clerk as soon as possible.</li> </ul>

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

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

Item	Action	Owner	Status
2.ii	LQC to identify methods for reviewing student progress	LQC	
2.ii	Clerk to circulate most recent OFSTED report to all Board members	Clerk	
3	Principal to ensure the required changes and circulate the amended version of the Strategic Plan.	Principal	
4	A specific reference to Croydon Council be added to column 4 of the Stakeholder engagement map.	Principal	
5.i.b.	Review conflict of interest for the Chair of F&R to be acting as key Board link with the Health & Safety Committee.	Clerk	
9.	Clerk to circulate calendar of key events to Governors for September 2017	Clerk	