



MINUTES

- PRESENT:** Jean Cook  
Nigel Dias  
Christina Gasson  
Tom Hesmondhalgh  
Rosaleen Liard  
Varsha Mehta  
Caireen Mitchell (P&CEO)  
Gordon Smith  
Mark Wilson
- IN ATTENDANCE:** Ann-Christine Harland (VPF&R)  
Ann Monaghan (VPCQ)  
Jo Bland (DoHR)
- CLERK:** Fiona George
- APOLOGIES:** Kim Meyler-Vincent Vincent  
Ray Shilling
- QUORUM:** The meeting was quorate throughout
- TIMING:** 6.06pm – 7.50

Item	Title
1.	<b>PRELIMINARY BUSINESS</b>
i	GS reflected on the challenging year ahead which will include the merger with Coulsdon College and the reformulation of the governing body. Coulsdon and Croydon staff and students will need to be integrated into the new organisation and this will need to be done against a challenging financial back ground. It is an exciting year with challenges which will be faced positively without losing sight of being a great college for students and a great employer for staff.
ii	Apologies for absence Apologies were received from Kim Meyler-Vincent and Ray Shilling.
iii	Declarations of interest All governors were asked to return their completed declaration of interest form to the clerk.  There were no other declarations of interest for items on the agenda
iv	Minutes of the meeting of 10 <sup>th</sup> July 2018 Governors confirmed the minutes of the meeting held on 10 <sup>th</sup> July were accurate and signed by the chair.
v	Matters arising from the minutes not covered on the agenda.

	There were no matters arising from the minutes that are not already covered on the agenda.
2.	<b>Merger Update</b> <b>This is minuted under Part B - Confidential Items.</b>
3.	<p><b>TEACHING, LEARNING AND ASSESSMENT</b></p> <p><b>i. Principal's Report</b> <i>Supporting paper enclosed - for discussion</i></p> <p>The VPF&amp;R reported that 16-18 student numbers are approximately 11% above the funding target (she also updated governors on the actual numbers ie 10 less than when the report was written) In regard to adult learners numbers are still increasing with enrolment particularly strong in ESOL and Functional Skills where seven additional groups have opened. The college's strategy is to move away from subcontracting and deliver more adult education. The college will benefit from the additional numbers in next year's funding. At this stage 16-18 numbers will be funded on those active on 19 October although there may also be extra staff costs associated with teaching the additional students.</p> <p>The VPCQ reported on outcomes. The Achievement Rate data has still to be finalised for 2017/18 with a small number of results to be added for 16-18 and approx. 300 for adults. Headline QAR data shows a 2% increase on the previous year which means a fourth year of improving outcomes for students. However, as governors were reminded, the QAR is a measurement that has some flaws as it gives equal weight to all courses however long or short and the quality of a college's provision can only really be seen beyond the headline rates so that qualifications that 'lead to progression' due to their size and depth are considered.</p> <p>Whilst there are some very pleasing results within the data including outstanding achievements for Access, ESOL 16-18s and 19+ and a variety of other courses, the report has identified two main issues which have impacted on 16-18s in the 2017/18 academic year. The curriculum structure for 2017/18 included level 3 qualifications as two year courses, however, retention between the two years caused the results to be poor in a significant minority of areas. For 2018/19 the college will offer a diploma in the first year with an extended diploma in the second year for 16-17 year olds; this is in line with other colleges. Those joining at 18 will study a two year course as this will enable them to access the qualification without incurring a loan in their second year.</p> <p>Another impact on level 2 and 3 16-18 courses is the change in assessment patterns which now include more external 'unseen' formal examinations. This has informed staff training over the last year but there is still much more to do to ensure that staff are confident and skilled to better prepare students for exams.</p> <p>English and Maths have been an area of particular improvement for the college with Functional Skills showing an improvement of 5.5% with particular increases in English. Achievement rates for GCSE English and maths for those who pass at Level 4 (was grade C) or above hasn't increased significantly in recent years. However, for 16-18 GCSE maths and English there is a significant difference according to the <b>average</b> level of attainment at key stage 4 rather than the grade in the one subject being studied; this is in line with other measures of value added but is not how this particular performance measure is used. The LQC committee will look at this in more detail as well as the Shadow performance measures for 2017/18. Governors asked what the most concerning area is in terms of outcomes and achievements. The VPCQ</p>

responded there is no area where the whole area is poor or inadequate but there are pockets of concern; however, these are mainly one year falls in outcomes rather than more concerning longer term trends and are mainly due to staff changes which are now resolved. It is also important to note the number of areas which have three or four year trends of improving outcomes as this is more the norm of the college and the result of focused QIP work with impacts measured. The LQC meeting in November would consider this in more detail.

DoHR reported on recent senior staff appointments. In addition to Fadia Clarke, who will take up the post of Vice Principal Training, Skills and HE (VPTSH) on 29<sup>th</sup> October, the college has also appointed an Interim Vice Principal in Education and Quality (VPEQ), Ray Shilling, who will be taking over from the VPCQ at end of October. Angela Edwards is currently at Capital City College Group in the role of Quality and Performance manager and hopes to start with Croydon in January 2019. In relation to a new HR Director, there had been an appointment of an experienced HR Director previously from another college.

GS reported the development of a new executive team will include Richard Beales as Sixth Form College Principal (currently designate prior to merger). Governors will need to support the new executive team and provide a level of challenge.

The P&CEO reported on external relations. She has received good feedback on how stakeholders feel the college are getting involved with the community. There has been a lot of interest from people wanting to rent the college conference facilities which could be considered for the future.

The P&CEO reported on Colleges Week. The Institute of Fiscal Studies has released a reported showing how significant the funding reductions are in Further Education. The P&CEO is taking Colleges Week seriously and will be writing to Sarah Jones MP to ask her to meet along with a delegation of students on 17<sup>th</sup> October at Parliament.

The P&CEO drew governors' attention to the item in her report on Teachers Pensions which is of concern.

The P&CEO outlined the strategic objectives paper which was drawn from the strategy day in July. The objectives are suggested for two years as it provides Croydon College the opportunity to set clear objectives during the merger process. The plan underneath this will be the annual operational plan which will be shared with governors and will allow tracking progress against targets. The P&CEO apologised governors did not have this prior to the meeting but asked for any comments to be sent to her.

Governors queried whether the 16-18 outcomes are 2% above the achievement rate, the P&CEO confirmed they are.

Item 4 should say standards not frameworks. Apprenticeships are 40% down nationally. Governors asked if there is a plan to say how these targets can be achieved; the P&CEO responded there will be an operational plan for this year which will state how the college will achieve and monitor progress. This will be used to set appraisal targets. Governors queried the marketing strategy being used to raise the profile of the college and as a lever to get more students and whether this is included in the objectives. Governors though perhaps it should have a specific branding/marketing point for community engagement. The P&CEO thought this was a valid comment but wanted to wait and see how it translates to an operational plan but

	<p>thought a mixture of marketing and work with external partners could be a useful objective but will work on this.</p> <p>Governors queried if there is a target around HE provision and the P&amp;CEO agreed to include this.</p> <p>Governors queried where the college is in regard to the SEN project. The VPCQ responded the project begins this week with 2 cohorts off site.</p> <p>Governors queried in regard to the financial stability what the College's capital expenditure is. The VPF&amp;R responded there is £300k in the budget for refurbishment and £300k for equipment.</p> <p>Governors asked what is being done around adult devolution of funds. The P&amp;CEO replied for the current year the college has reduced sub-contracting down to £250k. AEB provision will continue to be funded by the ESFA. The P&amp;CEO is going to write to the GLA asking how the college can maintain this pattern of delivery. The college has put themselves forward for a AEB provision.</p> <p>Governors queried where they are with the whole college QIP. VPCQ commented this is not yet finalised but will be presented to the LQC committee. The P&amp;CEO confirmed any big items from the QIP will be in the operational plan. The QEP for HE also feeds into this.</p> <p>Governors queried whether the strategic drivers are being retained. The P&amp;CEO confirmed that the strategic objectives will replace them and will be transferred into a matrix that can be tracked.</p> <p><b>ACTION: The P&amp;CEO to make suggested additions to the strategic objectives.</b></p> <p><b>RESOLVED: Governors approved the strategic objectives with the suggested additions.</b></p>
4.	<p><b>BUSINESS PLANNING &amp; MANAGEMENT</b></p> <p><b>Finance and Resources Committee Report</b>  Approval of Subcontractor contract 18/19  The F&amp;R committee only met last week so will report back at the next meeting</p> <p><b>ACTION: F&amp;R to report back at the next meeting.</b></p>
5.	<p><b>GOVERNANCE</b></p> <p>i. Governors QIP update  GS reported on governance issues. There is a need to reflect on the Board's performance last year, however, the more urgent work is on construction of a new Board with the correct skills and experience and suggested putting on hold the previous governors QIP.</p> <p>ii. Governors recruitment and committee membership  GS reported his concerns about Trevor Morgan who did not attend many meetings last year and who has not responded to emails or text messages. GS will be sending a letter to Trevor thanking him for his time on the Board and wishing him well for the future.</p>

	<p>The P&amp;CEO will be contacting Jeff Boothe.</p> <p>MW reported the audit committee needs to appoint a new Co-opted committee member.</p> <p>GS comment currently the Project Board had not included a University of Sussex nominated governor for the Board and this needs to be considered.</p> <p>RL reported when the new Board is in place the Search committee will need to find someone with an accounts background for the F&amp;R committee as currently there is no one with an accounting background.</p> <p>Governors queried what training was available. The online health and safety training needs to be completed by all new governors. FG and GS agreed to look at training records for governors and what training may be available. AOC bulletins are circulated but where they relate to specific governance training opportunities will be highlight. Governors asked if there is a training budget for governors, VPF&amp;R responded there is a general college training budget which includes governor training. Governors' wishes to attend any training should send any applications to FG. The Foundation is commissioning a new governing training programme and there are various banks offering training on insolvency rules which the VPF&amp;R will send out via FG.</p> <p>GS has pulled together the skills audits into an overall new Board skills audit and used this to identify gaps in the new Board, however, at that time Jackie Wilding was still a governor so there is now a need to revisit this.</p> <p>GS will come back to the Board and see if a governor would like to take responsibility in overseeing training and development for governors to build skills and the quality of the Board. Governors attending training could be asked to cascade the training to other governors.</p> <p>iii. Governor attendance report A paper was circulated prior to the meeting.</p> <p>Governors noted the report.</p> <p>iv. Governor reports on non-committee items RL has agreed to be the Health and Safety Link and attended the Health and Safety committee meeting this week.</p> <p>CM agreed to circulate College engagement opportunities for governors prior to the next meeting</p> <p>v. Chairs Actions for ratification There were no actions for ratification.</p> <p><b>ACTION: The P&amp;CEO to contact Jeff Booth</b>  <b>ACTION: GS to write to TM</b>  <b>ACTION: GS &amp; FG to look at governor training</b>  <b>ACTION: VPF&amp;R/FG to circulate banks' training opportunities</b>  <b>ACTION: P&amp;CEO to circulate college engagement opportunities for governors prior to the next meeting</b>  <b>ACTION: Audit committee to appoint a new co-opted member.</b></p>
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	<b>ACTION: GS to revisit the skills audit</b>
<b>6.</b>	<p><b>Other Business</b></p> <p>GS thanked governors for attending and on behalf of the Board expressed thanks and best wishes to those colleagues for whom this will be their last meeting. The VPCQ and DoHR will be leaving the College in the weeks to come. It has been a privilege to work with both colleagues and they have both brought quality and experience supported by insight into the way in which the College works. Their contributions have been a really important part of the turnaround of the College over the last few years. Staff and students have been fortunate to have had the services of two high quality professionals. A huge thank you was expressed to both members Ann Monaghan and Jo Bland for what they have done and best wishes given to them in what they do next.</p>
<b>7.</b>	<p><b>Date of Next Meeting</b></p> <p>5th December 2018 at 6pm  20th March 2019 at 6pm  10th July 2019 at 6pm</p>

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

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

### **Actions**

<b>Item</b>	<b>Action</b>	<b>By whom</b>	<b>Status</b>
3.	The P&CEO to make suggested additions to the strategic objectives	P&CEO	
4.	F&R to report back on their meeting of 26 <sup>th</sup> September at the next Board meeting in December	RL	
5 ii	GS to write to TM The P&CEO to contact JB GS & FG to look at governor training VPF&R to circulate any training offered by banks on insolvency rules Audit committee to appoint a new co-opted member GS to revisit the skills audit	GS P&CEO GS & FG VPF&R  F&R Committee  GS	
5 v	The P&CEO to circulate College engagement opportunities prior to the next meeting	P&CEO	