

THE CORPORATION OF CROYDON COLLEGE
Room 405B, Croydon College
 16 October 2019 at 6.00pm

PART ONE MINUTES

PRESENT: Gordon Smith (Chair of the Corporation)
 Caireen Mitchell (Principal & CEO)
 Jean Cook
 Varsha Mehta
 Chris Wright
 Penny Wycherley
 Rahel Haque
 Andrew Lowe
 Evelyn Bayerlein (Student Governor)
 Arnold Amoako (Student Governor)

IN ATTENDANCE: Ann-Christine Harland (VP Finance & Resources)
 Fadia Clarke (VP Training, Skills & HE)
 Richard Beales (Principal, Coulsdon College)
 Dawn Cowcher (Director of Human Resources)

CLERK: Clare Mitchell

QUORUM: The meeting was quorate

TIMING: 6.00pm – 7:30pm

	Item
	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • The Chair welcomed new members of the Board to their first meeting and introduced Deborah Rozansky who was observing the Board meeting as part of the Board Development Programme. • The Chair thanked those members who had attended the Board strategy session that had preceded the meeting. The proposed new strategy would be presented to the Board at its next meeting along with the operational plan for 2019/20 and the associated risk register. • The Chair asked any members who would be interested in joining the new Property Advisory Group (PAG) to contact the Clerk. <p>ACTION: Any members interested in joining the new PAG to contact the Clerk.</p>
1	<p>PRELIMINARY BUSINESS</p> <p>i. Apologies for Absence</p> <ul style="list-style-type: none"> • Nigel Dias, Tom Hesmondhalgh, Yvonne White (Staff Governor), Rosaleen Liard, Lucia Guetcherian (Staff Governor), Andy Booth and Angela Edwards (VP Education and Quality).

- The Chair reported that he had received Mark Wilson's resignation from the Board of Governors earlier in the day. Mark had resigned with immediate effect because of increasing work commitments. The Chair would chair the upcoming Finance and Resources Committee meeting but a new Chair for this committee would need to be sought and a replacement Governor appointed. With Mark's resignation the Board needed additional capacity in the area of finance and accountancy. Any current member interested in chairing the F&R Committee should contact the Clerk.

ACTION: Any current member interested in chairing the F&R Committee to contact the Clerk.

ii. Declarations of Interest

- There were no declarations of interest from members.

iii. Croydon College Corporation Minutes of 10 July 2019

- The minutes of the meeting were **APPROVED** and signed by the Chair.

iv. Matters Arising (Action list)

- Members noted the update on the matters arising. Those matters that were still outstanding were scheduled to be addressed at the next round of Committee meetings.

v. Confirmation of new Staff and Student Governors

- Two new Student Governors had been elected as follows:

Evelyn Bayerlein (Coulsdon Campus)
Arnold Amoako (Croydon Campus)

- Lucia Gutcherian had been elected unopposed as the Staff Governor from the Croydon campus.

The Corporation **CONFIRMED** the appointment of the new members for a period of one year for the Student Governors and four years for the Staff Governor.

ACTION: Clerk to send letters of appointment to the new Staff and Student Governors.

2 EVALUATION OF STANDARDS

i. Principal's Report

- The Principal provided updates on changes that had taken place since the report had been written.
- Enrolment numbers would be finalised after half term. Updated enrolment numbers would be presented to the next F&R Committee meeting and would be circulated to all members at that point.

ACTION: Clerk to circulate updated enrolment numbers to all members when provided to the next F&R Committee meeting

- The College was working with a number of Local Authorities to access unused levy funding to develop apprenticeships for small and medium sized businesses.
- Achievement rates for 2018/19 were still being finalised and the detail would be reported to the LQC meetings in November. Reports could now be generated on attendance and

achievement by teacher. This information was being used to target support and more detail would be reported to the LQCs. The Board also emphasised the importance of acknowledging staff who had performed exceptionally well.

- Work to develop the 2018/19 SARs for each campus was underway. The individual SARs would be taken to the LQC meetings in November and the whole College SAR would be presented to the Board at its meeting on 4 December 2019.
- The P&CEO also highlighted the staff learning day on 28 October and the work of the Teaching and Learning Mentors.
- The VP F&R informed members of the additional 4.7% baseline funding for 16-18 years olds for 2019/20, which had recently been agreed by the Government. This was worth £0.5m to the College and had not been included in the forecast provided to the Board at the end of 2018/19.
- The Principal of Coulsdon Sixth Form College reported that there had been some operational challenges during the enrolment of students at the start of term. This had delayed the start of formal teaching and resulted in some students had dropping out. These issues were being addressed to make sure that lessons were learnt, and they did not reoccur. Any deficit in the number of required teaching hours would be made up so that students were not disadvantaged.
- Members reviewed performance against the KPIs, which were being used to monitor the Restructuring Facility Grant (RFG) and would be reported on quarterly to the Transaction Unit. The next KPI update would include outturn figures for 2018/19. The targets for 2019/20 were still under development for a number of the KPIs. Each Committee would monitor performance against the relevant KPIs.
- Members noted that achievement rates had slipped in 2018/19. Staff turnover had also increased. In part, this was due to restructuring following the merger, but it also reflected teaching staff at the Croydon campus moving from annual sessional contracts to permanent contracts where there was long term demand for the course. This was a positive move in terms of retaining and valuing staff.
- Staff utilisation figures needed to improve. This data was now being captured effectively on both campuses and was being closely monitored. The College needed to move closer to the sector average.
- The Executive undertook to RAG rate the RFG KPIs for the next Board meeting on 4 December 2019.

ACTION: P&CEO to RAG rate the RFG KPIs for the next Board meeting on 4 December 2019

The Corporation **RECEIVED** the Principal & CEO's report.

3. STRATEGIC DEVELOPMENTS

i. Croydon College SEN Centre

- The P&CEO reported that she and other members of the Executive Team had attended the opening of the SEN centre based at the Coulsdon campus. She thanked staff across the College for their hard work to ensure that the SEN centre was ready to open in a short space of time. The Chair thanked those Governors who had been able to attend the opening.
- There were currently two cohorts of students, all in the 18 to 24 age range. A small number of staff were still to be recruited and further resources and equipment needed to be provided. Parents' feedback would be used to further develop the work of the centre. The plan was to integrate SEN provision within the life of the College as far as possible, with SEN students using facilities at the Coulsdon campus.
- A service level agreement was in place between Croydon Council and the College to monitor the delivery of the SEN provision. Croydon Council would only intervene if OFSTED judged the quality of the provision did not meet the required standard. The Chair emphasised the important of the College having robust internal quality assurance arrangements to assess

performance in this area, particularly as this was a new development for the College. If necessary, external expertise should be brought in. The P&CEO confirmed the SEN provision would fall within the remit of the Croydon Learning and Quality Committee.

- It was hoped that provision would be extended further in the future, both in terms of the number of students and the age range, with the possibility of extending provision to 16 to 18-year olds. The current facilities at the Coulsdon campus were temporary and expansion would require the identification of a suitable site for a permanent building.

4. **BUSINESS PLANNING & MANAGEMENT** **Financial Monitoring**

i Year end management accounts

- The VP F&R presented the year end accounts. These were more complicated than usual because of the merger with Coulsdon College in February 2019. The current outturn was a deficit of £144k. this was slightly better than forecast. However, an exercise was now being undertaken as part of the year end process to identify all merger related costs. Any merger related costs that had not been paid by 31 March 2019 would impact on the year-end figures, but the outturn was expected to remain within the forecast deficit of £201K.
- The Board noted that the income and expenditure variance figures for the year (p29) had been transposed and should indicate a surplus rather than a deficit.
- The VP F&R thanked the finance team for the huge amount of work that they had undertaken to produce these figures and the final accounts for Coulsdon College.
- The VP F&R responded to a question about the reasons for the positive variance of £1,138K on non-pay costs. The College's financial position had been worse than expected in the first part of 2018/19 and as a result non-pay expenditure had been reigned in. In addition, the budget for exams had been set too high and so there had been a significant positive variance against budget in that area. The use of sub-contractors had also decreased, reducing non-pay costs but there had been a corresponding increase in pay costs as this work was now delivered internally.
- The VP F&R confirmed that the balance of uncollected debts of £751K consisted of a large number of small debts owed to the College by individual students to cover their fees. £307K of these debts were over four months old and were largely provided for as bad debts as it proved difficult to collect these debts in practice. Under the Financial Regulations the Executive had the authority to write off individual debts up to £6K.
- As the management accounts had been discussed in detail by the Board, it was agreed that they should be on the F&R agenda for information only so that they could be cross-referenced to the financial statements 2018/19.

ACTION: Clerk to identify the year end management accounts as for information only on the agenda for the F&R meeting on 13 November 2019

The Corporation **RECEIVED** the Croydon College 2018/19 year end management accounts.

ii Update on enrolment numbers for 2019/20

- This item was presented by the VPTSHE. As indicated above, enrolment numbers for 16-18 provision had yet to be finalised. An update setting out the final enrolment figures and the financial implications would be sent to members prior to the F&R meeting on 13 November. The College still hoped to have exceeded target enrolment figures. The P&CEO commented that the College needed to find further ways to support learners who found the transition from school to College difficult and that support needed to begin immediately post enrolment. Student should be supported to change the level of their course and/or the subject if they were having difficulties rather than leaving education. Data on which students had left and why would be analysed.

- In terms of adult enrolments, there had been exceptional demand from adult students wanting to study on Access and ESOL provision and a waiting list was in operation. The waiting list was now closed as it was anticipated that the College had met its allocated GLA Adult Education Budget (AEB). The College was in a very strong position to be awarded an increase of a minimum of 3% in its AEB funding in January 2020.
- A proportion of the College's allocation of £818,870 AEB funding for outside London would need to be delivered by sub-contractors and a further £250K of this income was planned to be delivered through distance learning. The budget for AEB outside London in 19/20 had been calculated based on the College's AEB provision outside London in 2017/18, which had been much higher than in 2018/19, when a far greater proportion of AEB had been delivered to London residents.
- HE enrolments were over target, principally due to the introduction of the HNC in Business and the expansion of the Criminology course student numbers.
- Further information on the strategies that had been put in place to support students to reduce the numbers dropping out at the start of courses would be reported to the LQCs. Members should submit their question on this ahead of the LQC meetings.

ACTION: Members to submit their questions on support for students post enrolment to the VPTSHE ahead of the LQC meetings on 20 and 27 November 2019

iii Budget implications following 2019/20 enrolment

- See the item above.

The Corporation **NOTED** the update on enrolment numbers and the budget implications for 2019/20.

iv Pay award 2019/20

- The Chair confirmed that no formal decision was required from the Board on the level of the pay rise as the overall pay increase had been approved within the budget for 2019/20.
- The P&CEO outlined the proposals which divided staff into one of three groups; teachers, teaching support staff and technicians at the Croydon campus, all other staff at either campus earning less than £40K per year and all other staff at either campus earning over £40K per year.
- A pay rise of 2% in 2019/20 had been agreed with the University and Colleges Union (UCU) for teachers, teaching support staff and technicians at the Croydon campus. Following this agreement, the UCU had withdrawn the threat of industrial action. This group of staff had not received a pay rise for a number of years until a 1% pay award was made in 2018/19. Pay levels were significantly out of step with other Colleges in the area and this was making recruitment and retention difficult at the Croydon campus.
- All other staff at both campuses who earned below £40K per year would receive a 1% pay rise. This included teaching staff at Coulsdon who earned below £40K. All other staff earning above £40K per year would not receive a pay rise unless significant additional income could be generated, in which case the Executive would bring proposals back to the Board.
- The Board noted that teaching staff at the Coulsdon campus were on different, more favourable, terms and conditions compared to staff at the Croydon campus. However, the Principal of Coulsdon Sixth Form College informed the Board that Coulsdon campus staff were being re-balloted on strike action.
- The P&CEO confirmed that Croydon College paid the London living wage to its staff as a minimum. However, one of the subcontractors who provided services at the Coulsdon campus did not and this would be addressed when the services were re-tendered.
- The VPF&R informed the Board that the UCU viewed the 2% award as settlement of their 2018/19 claim, and therefore the UCU could still raise a dispute in relation to pay in 2019/20.
- It was agreed that all staff should be informed of the arrangements for the pay award for 2019/20 as soon as possible and that the pay award for 2020/21 should be agreed as part of the budget setting process.

Action: DHR to notify all staff of the arrangements for the 2019/20 pay award as soon as possible
The Corporation **NOTED** the arrangements for the staff pay award for 2019/20.

6. GOVERNANCE

i Committee membership

- The Board noted that a replacement would need to be found for Mark Wilson as Chair of F&R. The Clerk reported that Donna Hollick had been elected unopposed as the co-opted staff member on the Coulsdon LQC.

The Corporation **APPROVED** the arrangements for committee membership for 2019/20 and the lead governor roles.

ii Association of Colleges (AoC) Code of Good Governance 2015

- The Clerk reported that in her view the College was broadly compliant with the more recent version of the Code. However, a detailed review would be brought to the Search and Governance Committee. The Remuneration Committee would be considering whether to adopt the AoC Senior Post Holders Remuneration Code, published in 2018, at its next meeting and a recommendation would be brought to the December meeting of the Board.
- The P&CEO indicated that scrutiny of FE College governance was increasing and could be expected to increase further following a number of high profile investigations and the appointment of Lord Agnew as the minister for the FE provider market.

ACTION: Clerk to bring a detailed review of the College's compliance with the AOC Code of Good Governance 2015 to the S&G Committee

ACTION: Clerk to bring S&G recommendation re adoption of the AoC Senior Postholders Remuneration Code to the December Board meeting.

The Corporation **APPROVED** the adoption of the AoC Code of Good Governance 2015

iii Governor Attendance Report 2019/20

- The Clerk informed the Board that these figures would be reported in the Annual Report and Financial Statements for 2019/20.

The Corporation **RECEIVED** the Governor attendance report for 2019/20

iv Board Development Programme 2019/20

- The Chair reported that he and the Clerk had reviewed proposals for the Board development programme from a number of suppliers. Deborah Rozansky's proposal had been chosen as it was the most comprehensive as well as being within budget.
- The Board development programme was being funded from the SCIF funding awarded to support the development of the College's governance arrangements. The SCIF funding was also supporting the Clerk to spend an additional day a week working on improving governance arrangements/effectiveness during the Autumn term.
- The College had received confirmation of the award of the grant in the summer of 2019, but the terms of the grant meant that the £15K had to be spent by the end of the calendar year. Other opportunities for spending the remainder of the budget were being pursued and would be reported to the S&G Committee.

	<ul style="list-style-type: none"> The Chair informed members that, subject to the outcome of the Board development work, he was planning to reinstitute one to one meetings with Governors in early 2020 to support their development. These meetings would be supported by the Clerk. <p>ACTION: Clerk to arrange one to one meetings between the Chair and individual Governors from early 2020</p> <p>The Corporation RECEIVED the Board development proposal.</p> <p>v Governor Engagement Opportunities</p> <ul style="list-style-type: none"> The Chair drew members' attention to the opportunities for them to undertake familiarisation visits at both campuses. He encouraged all Governors to undertake a visit to each campus at least once in the academic year. The Vice-Chair would be working with the Clerk to promote these opportunities and to collate feedback into a report for the March 2020 Board meeting. This would assist the Board with identifying priority areas for engagement in the second half of the academic year. <p>ACTION: Vice-Chair and Clerk to promote Governor engagement opportunities and to collate feedback for a report for the March 2020 Board meeting</p> <p>The Corporation RECEIVED details of Governor engagement opportunities.</p> <p>vi Governors' Code of Conduct</p> <ul style="list-style-type: none"> The Clerk informed the Board that the Governors' Code of Conduct had been updated using the model FE Code of Conduct provided by Eversheds. Once approved by the Board, all Governors would be expected to abide by the Code. <p>The Corporation APPROVED the revised Governors' Code of Conduct</p> <p>vii Use of the Seal</p> <p>The Corporation NOTED the use of the seal as set out in the report.</p>
7.	<p>ANY OTHER BUSINESS</p> <p>The Corporation NOTED the decision made by written resolution to amend the College's Procedure for the Appointment of Governors.</p>
8.	<p>DATE OF NEXT MEETING Wednesday 4 December 2019 at 6pm at Coulsdon College</p>

Signed:

Date: