

THE CORPORATION OF CROYDON COLLEGE
Wednesday 21 October 2020 at 6.00pm
Virtual Meeting

PART ONE MINUTES

PRESENT: Gordon Smith (Chair)
 Caireen Mitchell (Principal & CEO)
 Tom Hesmondhalgh
 Jean Cook
 Andy Booth
 Penny Wycherley
 Rahel Haque
 Nasim Jivani Hemani
 Andrew Gilchrist
 Catherine Boyd-Maunsell
 Lucia Guetcherian (Staff Governor, Croydon Campus)
 Fiona Brennan (Staff Governor, Coulsdon Campus)
 Shyam Pillai (Student Governor, Croydon Campus)
 Abbigail Azirou (Student Governor, Coulsdon Campus)

Tony Stevenson (Chair Elect) from Item 1.vii onwards

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

CLERK: Clare Mitchell (Director of Governance)

QUORUM: The meeting was quorate

	Item
1	<p>PRELIMINARY BUSINESS</p> <p>The Chair welcomed Abbigail Azirou and Shyam Pillai to their first Board meeting as the new Student Governors.</p> <p>i. Apologies for Absence</p> <ul style="list-style-type: none"> • Andrew Lowe, Nigel Dias and Angela Edwards. <p>ii. Declarations of Interest</p> <ul style="list-style-type: none"> • Andrew Gilchrist is a Governor at Brooklands College. <p>iii. Croydon College Corporation Minutes of 8 July 2020 – Part One</p> <ul style="list-style-type: none"> • The minutes of the meeting were APPROVED by the Corporation subject to a number of typographical amendments and amending the wording in relation to assessors' accountability for timely achievement to ensure that it was clear that assessors were not under pressure to pass apprentices.

ACTION: DoG/VPTSHE to review wording of Board minutes to ensure that it was clear that assessors were not under pressure to pass apprentices to ensure timely achievement

- It was agreed that the Board should consider formally delegating authority to the F&R Committee to approve the business case for the Clinical Simulation Suite under item 3i on the agenda for this meeting.

iv Croydon College Corporation Minutes of 8 July 2020 – Part Two

- The minutes of the meeting were **APPROVED** by the Corporation.

v Matters Arising (Action list)

- Members noted the update on the matters arising.

vi Appointment of Professor Tony Stevenson as a Chair Elect.

- Jean Cook, Chair of the selection panel and member of the Search and Governance Committee, recommended the appointment of Tony Stevenson as Chair Elect.
- The Corporation unanimously **APPROVED** the appointment of Professor Tony Stevenson as Governor and Chair Elect, with immediate effect, taking over from Gordon Smith as Chair of the Board on 10 December 2020.

The Chair welcomed Tony Stevenson to the meeting following his appointment.

vii Appointment of Claudine Reid as a Governor

- The Corporation **APPROVED** the appointment of Claudine Reid as a Governor.

viii Confirmation of the new Student Governors

- The Corporation **CONFIRMED** the appointment of Shyam Pillai (HE Student Executive Officer) as the Student Governor from the Croydon Campus and Abbigail Azirou (Student Executive President) as the Student Governor from the Coulsdon Campus.

The Chair noted that Richard Beales was retiring at the end of the week and thanked him on behalf of the Governing Body for his good humour and his commitment to Coulsdon College.

2. EVALUATION OF STANDARDS

i. Principal's Report

- The P&CEO welcomed the Chair Elect and the Student Governors. She outlined the measures that had been put in place to protect students and staff from Covid. Communications were being sent out to inform students and staff that wearing masks in communal areas within the College would be compulsory after half term.
- The P&CEO outlined progress against the Strategic Objectives in 2019/20 and emphasised the following points; the improvements in teaching and learning at the Croydon Campus, the considerable improvement in the financial position at the Coulsdon Campus and how well staff had adapted to the challenge of continuing to provide teaching and learning during the coronavirus pandemic.

- The majority of enrolments for 2020/21 had taken place online. Online induction had been particularly successful in engaging younger students. Recruitment for 2020/21 had been strong but final enrolment numbers could not be confirmed until the ESFA funding cut off date had passed. There was a possibility that in year growth for 16-18 year olds might be funded in 2020/21, even if it was below the 200 additional students normally required to qualify for additional in year funding. Additional classes for adult learners had had to be put on in some subjects and there were waiting lists, particularly in ESOL. The HE enrolment target had been met exactly but any withdrawals would result in income falling below budget so plans were being put in place for an additional January 2021 start. Student numbers had increased significantly in engineering and construction and health and social care but had fallen in other areas. In terms of numbers of apprenticeships, the SME market was likely to be difficult this year because of the pandemic.
- Odette Carew would be joining Coulsdon College as Principal on 16 November 2020. Steve Gooch, who was Co-Principal of Coulsdon College with Richard Beales prior to the merger, would cover the role on an interim basis between Richard Beales' retirement and Odette's arrival. Leadership and management continued to be a focus with cohort 2 of the Aspirational Managers Programme starting. The P&CEO was particularly keen to increase BAME representation at manager level.
- The P&CEO gave an update on the progress of the estates strategy. A tendering exercise for the professional teams that would be required for the new Clinical Simulation Suite and the additional works required under a new DfE grant allocation of £940K for building repairs for areas of the Croydon Campus in category B or below. This grant required matched funding of £313K from the College.
- The financial difficulties at Croydon Council meant that it was now unclear whether the capital funding expected from the Council to support the construction of a permanent SEND centre at the Coulsdon Campus and a media lab at the Croydon Campus would still be available. The College was continuing to build a strong relationship with Croydon University Hospital.
- The Government was working on a Skills White Paper, which was expected to recognise the key role that Colleges played in the skills agenda and steps were already being taken to implement some of the recommendations of the Augar report.
- The Chair asked for reflections on the start of the 2020/21 term from the Staff and Student Governors. The Staff Governors both indicated that the measures put in place to reduce Covid transmission were reassuring for staff. However, some challenges remained at the Coulsdon Campus in relation to social distancing because of the layout of the building and the size of rooms. Teaching methods had had to be adjusted significantly in practical subjects and set up time was increased because of the need to sanitise equipment etc. The Student Governor from the Coulsdon Campus stated that the online lessons during lockdown had meant that students had kept up to date and the transition back to attending College had been reasonably smooth. The Student Governor from the Croydon Campus noted that HE students had initially found the transition to online learning during lockdown difficult, but most HE students now preferred a blend of online and in person teaching.
- The P&CEO drew the Board's attention to appendix i, which contained a small number of KPIs and had been produced in response to a request from Governors for a few key measures to be identified through which progress could be assessed. The P&CEO asked for feedback on the proposed KPIs, which would be finalised and brought back to the December 2020 Board meeting for approval. The KPIs would then be monitored through the relevant Committees. Progress against year end targets would be monitored through RAG ratings and an accompany narrative. For this academic year, these KPIs would be in

addition to the KPIs agreed as part of the College's contract with the Transaction Unit for the restructuring grant received at merger, which would be monitored until July 2021.

- **ACTION: Governors to comment on the proposed KPIs for 2020/21 at appendix i**
- **ACTION: P&CEO to finalise KPIs for 2020/21 and bring to the December 2020 Board meeting for approval**

The Corporation **NOTED** the P&CEO's report.

ii. ESFA Subcontracting consultation, rationale and outcome of tender

- The Board received an update on the outcome of the ESFA's consultation on subcontracting and the action that needed to be taken by the College. This included the development of a College rationale for subcontracting, which would be published on the website following approval.
- The VPTSHE outlined the College's plan for reducing its subcontracting over the next two years. The College would use these two years to increase its expertise and capacity in this area and would deliver these courses from then on.
- The VPTSHE outlined the tender process for the 2020/21 subcontract of non-GLA adult education. These courses would be run through distance learning and there were a limited number of providers who were able to deliver this. Due diligence had indicated that reviews from some of the preferred provider's students were negative. However, evidence had been provided to show that the concerns raised had been responded to.
- The VPTSHE provided assurance that the contract enabled the College to contact the learners and their assessors direct, to see the assessors' CVs and review sample reports. The induction material would include the Croydon College logo and details of the College's complaints process. The College would also be able to observe teaching and learning. It was agreed that a separate report on the quality of the subcontracted courses should be presented to the Croydon LQC.

The Corporation **NOTED** the action that the College would be taking in response to the outcomes of the ESFA's consultation on subcontracting and **APPROVED** the College's subcontracting rationale.

The Corporation **NOTED** the tender summary report for the subcontract for non-GLA AEB in 2020/21 and **APPROVED** the award of the tender to The Skills Network Limited up to a maximum value of £360K.

ACTION: VPTSHE to present a separate report on the quality of the subcontracted courses to the Croydon LQC

iii. Update on University of Sussex Teach Out Arrangements

- The VPTSHE outlined the teach out arrangements in place for HE students on University of Sussex (UoS) validated programmes. If a student had not completed their final year when the teach out arrangements ended in July 2023 they would be able to transfer their credits to a University of Roehampton (UoR) qualification or to another HE provider. This was only expected to impact on a very small number of students. Communications with students on UoS validated programmes at the College had been very clear about the implications of deferring during the teach out phase.

The Corporation **NOTED** the teach out arrangements with the UoS.

3.	<p>STRATEGIC DEVELOPMENTS</p> <p>i. Roehampton Contracts and Fees</p> <ul style="list-style-type: none"> • The Board noted that the UoR had agreed to validate the HE courses currently run at Croydon College. These courses could now be advertised for entry in 2021/22. The VPTSHE thanked the Head of HE for her work on the validation process. • Negotiations to reduce the proposed per capita validation fee were continuing. The Board noted that if a student withdrew from a course, they could be entitled to a refund of all or part of their tuition fees; depending on when they withdrew. Payment of fees was not directly linked to achievement. <p>The Corporation APPROVED the finalisation of the contracts relating to the validation agreement and the licencing agreement for the Roehampton Study Centre with the University of Roehampton.</p> <p>The Corporation DELEGATED authority to the Finance and Resources Committee to approve the business case for the Clinical Simulation Suite.</p>
4.	<p>BUSINESS PLANNING & MANAGEMENT</p> <p>i. Update on enrolment numbers and budget implications for 2021/22</p> <ul style="list-style-type: none"> • The Board noted the enrolment numbers and the update given earlier in the meeting by the P&CEO. The VPTSHE noted that promoting Coulsdon College's separate identity as a Sixth Form College had helped boost enrolment numbers as had good relationships with local schools. Social media had also been important in boosting enrolment numbers generally. • The VPF&R reported that the College's income for 2020/21 included two Covid response grants; approx. £400K to fund small group tuition and £940K to undertake property maintenance. Bids would be made for any additional AEB funding from the GLA to fund additional classes in areas which were oversubscribed. • The financial implications of the Covid pandemic were not yet clear and a slight deficit was forecast for 2020/21. There had been a decrease in income in some areas, e.g. catering, but also a substantial increase in income in other areas, e.g. high needs support. A paper on the development of high needs provision at the College would be presented to the Croydon LQC in March 2021. <p>ACTION: VPE&Q to present a paper on the development of high needs provision at the College to the Croydon LQC in March 2021</p> <ul style="list-style-type: none"> • In response to a question as to whether the College had sufficient staff to cope with the increase in student numbers, the VPF&R indicated that the area of greatest pressure was the delivery of the grant for small group tuition in English and maths, which was having to be arranged at short notice and required additional staffing. In the first instance, existing teachers were being offered additional hours. • The Chair would write to all staff on behalf of the Board to thank them for their efforts during the first half of the term. He would also let them know about the appointment of the Chair Elect. The DoG would forward a copy of this letter to all Governors.

ACTION: Chair to write to all staff to thank them for their efforts during the first half term and let them know about the appointment of the Chair Elect.

ACTION: DoG to forward Governors a copy of the Chair's letter to staff

The Corporation **NOTED** the update on enrolment numbers and budget implications for 2021/22

ii. Further pay award 2019/20

- The P&CEO set out the rationale for making a further pay award in 2019/20 now that the financial outturn was known and the financial targets had been met. In October 2019 the Executive Team agreed a pay award for those staff who earned less than £40K per year. At that time it was agreed that this decision would be revisited if the financial position allowed another pay award to be made later in the year.
- The further pay award for 2019/20 would be made in two parts. Staff earning over £40K (excluding the Executive Team) who were in post on 31 August 2019, would receive a non-consolidated £400, pro rata to their FTE and time in post. The minimum payment would be £150.
- All other staff who were in post on 31 August 2019 would receive a £150 non-consolidated payment pro rata to their FTE and time in post.
- The pay award for 2020/21 would be agreed once enrolment numbers were finalised and the College's income for the year was known.
- The Staff Governor Coulsdon expressed the hope that any percentage increase agreed for staff at the Croydon Campus was matched for staff at the Coulsdon Campus. The P&CEO indicated that the different types of contract across the College would be reviewed.
- The Chair noted that there had been a number of years when the College had not been in a strong enough financial position to make a pay award to staff. It was pleasing that the financial position had improved to a point that pay awards were now possible. There now needed to be a focus on attracting, retaining and rewarding the best staff.

The Corporation **NOTED** the further pay award for 2019/20

ACTION: P&CEO to bring the staff pay award for 2020/21 to the Board at its December 2020 meeting

6. GOVERNANCE

i Committee membership 2020/21

- The Chair presented the proposals for Committee membership in 2020/21. Catherine Boyd-Maunsell would become the Chair of the Remuneration Committee as she had particular expertise and experience in this area. In the interests of transparency, the Chair informed the Board that Catherine Boyd-Maunsell had been put forward for membership of the Board by the P&CEO who knew her on a professional basis at Westminster Kingsway and Capital City Colleges where Catherine had served as a Governor. This had been reviewed and was not considered to be a conflict of interest.

The Corporation **APPROVED** the Committee membership for 2020/21

	<p>ii Governor attendance report</p> <p>The Corporation NOTED the Governor attendance report for 2019/20.</p>
7.	<p>POLICIES</p> <p>i Supply Chain and Fees Policy</p> <ul style="list-style-type: none"> The VPF&R reported that there had been a small number of updates to the policy following the outcome of the ESFA consultation on subcontracting. <p>The Corporation APPROVED the amendments to the Supply Chain Charges and Fees Policy</p>
8.	<p>FOR INFORMATION PAPERS</p> <p>i Management Accounts for July 2020</p> <p>ii Use of the Seal 2019/20</p> <p>The Corporation NOTED the papers provided for information. No questions had been submitted prior to the meeting.</p>
7.	<p>ANY OTHER BUSINESS</p> <p>i Board Skills Audit</p> <ul style="list-style-type: none"> The DoG reminded members to complete the Board skills audit. <p>i Thanks</p> <ul style="list-style-type: none"> The Chair thanked those Governors who had been involved in the recruitment of the Chair elect as well as those Governors who had participated in the SAR reviews.
8.	<p>DATE OF NEXT MEETING</p> <p>Wednesday 9 December 2020 at 6.00pm – via Zoom</p> <p>Governor Day – also scheduled for 9 December 2020</p>

Signed:

Date: