

THE CORPORATION OF CROYDON COLLEGE

Wednesday 30 March 2022 at 6.00pm

Room 405B, Croydon Campus

PART ONE MINUTES

PRESENT: Tony Stevenson (Chair)
Caireen Mitchell (Principal & CEO)
Jean Cook
Andrew Lowe
Nasim Jivani Hemani
Catherine Boyd-Maunsell
Frederick Law
Andy Wilson
Mike Fisher
Niral Patel
Fiona Brennan – Staff Governor, Coulsdon Campus
Nataly Vivanco-Piechota - Student Governor, Coulsdon Campus

IN ATTENDANCE: Bashar Hammoud, Vice-President, Student Executive, Croydon Campus
Chris Twumasi, Communications and Social Media Officer, Student Executive, Croydon Campus
Ann-Christine Harland (VP Finance & Resources)
Fadia Clarke (VP Training, Skills and Higher Education)

CLERK: Clare Mitchell (Director of Governance)

QUORUM: The meeting was quorate

	Item
1.	<p>STRATEGIC DEVELOPMENTS</p> <p>David Hughes, Chief Executive of the Association of Colleges gave a virtual presentation entitled <i>“What does success mean for Colleges by 2025”</i>. This was followed by a question and answer session.</p> <p>The main points arising from the question and answer session were as follows:</p> <ul style="list-style-type: none"> • The importance of the College being an anchor institution for the local area and building its reputation with stakeholders, particularly local employers; • The opportunities for the College to identify gaps in the labour market and provide the skills training needed by local employers; • The College’s role in addressing the longstanding challenges of disadvantage and inclusion • Addressing the sustainability challenge; • The Government’s increasing emphasis on the importance of skills and technical education and the opportunities for Colleges to attract larger numbers of Year 11 students; • The importance of Colleges’ role in delivering HE provision and responding to the OfS’ current consultations on quality and standards and the need to create mutually beneficial relationships with the University sector.

	<p>Action: DoG to circulate David Hughes' presentation slides to Governors</p>
<p>2.</p>	<p>PRELIMINARY BUSINESS</p> <p>The Chair welcomed everyone to what was only the second in person Board meeting in two years.</p> <p>The Chair explained that Alex Fox had recently stepped down as the Student Executive President and Student Governor for the Croydon Campus. This role was in the process of being filled and a new Student Governor would be in place for the Summer term. Bashar Hamoud and Chris Twumasi were attending this meeting, representing the Student Executive, and would give the Student Governor's report from the Croydon Campus.</p> <p>i. Apologies for Absence</p> <ul style="list-style-type: none"> • Apologies for absence were received from Claudine Reid, Andrew Gilchrist, Soumick Dey, Lucia Guetcherian (Staff Governor, Croydon Campus) and Martin Silverwood (VP Education & Quality). <p>ii. Declarations of Interest</p> <ul style="list-style-type: none"> • There were no declarations of interest <p>iii. Election of the Vice-Chair</p> <ul style="list-style-type: none"> • The Chair reported that following his discussions with individual Governors, Catherine Boyd-Maunsell had agreed to take on this role for a twelve-month period. <p>Catherine Body-Maunsell was ELECTED UNOPPOSED by the Corporation to the office of Vice-Chair of the Corporation for a period of 12 months from 1 April 2022.</p>
<p>3.</p>	<p>EVALUATION OF STANDARDS</p> <p>i. Principal's Report including College KPIs for 2021/22</p> <ul style="list-style-type: none"> • The P&CEO reported that very sadly a member of the Coulsdon teaching staff had recently died following an illness. The College would pass on its condolences and those of students and staff to the family and the College would be represented at the funeral. Support was being provided to affected students and staff. • The P&CEO was now spending the majority of her time at the Coulsdon site as Acting Principal of Coulsdon College. A new Principal would be recruited after Easter. In the meantime, discussions were taking place with stakeholders about the requirements for the new appointment. There were a number of challenges at the Coulsdon Campus, including low attendance, particularly at Extended Project Qualification (EPQ) and Laser sessions, and poor student behaviour. The focus was now on making sure that the Positive Behaviour Policy was implemented consistently. More support was being provided for staff on how to manage student behaviour. • Where students' attendance was below an acceptable level, senior staff would be meeting with those students and their parents. Either a re-engagement programme would be put in place or the student would be withdrawn from the College. A number of students had now been excluded for poor behaviour. These actions should improve attendance rates and behaviour but would reduce retention rates. Improvements had been made to the student experience including providing more activities and opening a larger student common room.

- An employer stakeholders group had been formed to assist with shaping the College's future curriculum, and the group had held its first meeting. Further employers would be recruited to this group. The curriculum review process was almost complete for the Croydon Campus and EMSI data had been used as part of the review process. The College was keen to deliver a more sustainable curriculum but in many areas the awarding bodies had not yet updated their curricula. The P&CEO was reviewing the curriculum offer at the Coulsdon Campus for 2022/23.
- The College had been successful in recruiting an additional 72 16-18 year olds in January 2022; many of whom were looked after children and/or unaccompanied migrants. The College would be bidding to have these additional student numbers funded in 2022/23.
- The College was struggling to recruit staff in some areas such as additional learning support, sports and public services, business and construction. The FE sector in general was struggling to recruit because of labour shortages and higher wages in other sectors. The College was continuing to look at how its terms and conditions could be improved. The P&CEO reported that the NEU would be conducting a ballot for strike action at the Coulsdon Campus. The NEU was asking for Coulsdon staff to move to the Sixth Form College (SFC) pay scales. The P&CEO and Head of HR had met with the NEU to explain that teaching staff were qualified to the same level on both campuses and that the College could not afford to implement the SFC pay scales across both campuses.
- The number of mental health referrals dealt with by the safeguarding team had significantly increased. The size of the teams had been increased and the College also had links to voluntary sector organisations who could provide mental health support to students. Where possible, students were supported to continue with their learning.
- A discussion took place about how issues, such as those discussed at the Coulsdon Learning and Quality Committee, could be raised at Board level in a timely manner.

Action: P&CEO/Chair/DoG to consider how issues identified at Committees could be raised at Board level in a timely manner

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

ii. Update on the OfS B3B Action Plan and HE Performance

- The VPTSHE brought the Board's attention to the significant improvements in performance at the Croydon University Centre (CUC). The OfS had now removed the enhanced monitoring conditions imposed on the College's HE provision.
- However, the OfS was conducting a consultation on its quality and standards condition of registration, including setting numerical thresholds for a number of student outcome indicators, which might affect the College's HE provision in the future.

The Corporation **AGREED** to continue to have detailed oversight of the CUC's performance in relation to the B3B quality and standards condition and to maintain the HE Group's scrutiny of the CUC's quality performance until the OfS had conducted a formal and detailed review of the CUC's quality progress.

iii. Student Governors' Report

- The Student Governor from the Coulsdon Campus expressed her sadness and that of other students on the death of a member of the teaching staff. The Student Executive were planning a memorial. There were low levels of attendance at EPQ sessions and the Student

	<p>Governor asked whether these sessions were of benefit to all students. Feedback from other students at the Coulsdon Campus indicated a need for improved timetabling and better communication of changes. A number of the students who had attended the “<i>Own the future</i>” Student Assembly had hoped for more individual support on their future aspirations. The P&CEO explained that the facilitation of EPQ sessions was being reviewed and these sessions would benefit those students planning to move onto HE. For other students, the need for these sessions could be reviewed on an individual basis.</p> <ul style="list-style-type: none"> The members of the Croydon Campus Student Executive commented that students would prefer more time with teachers rather than independent learning sessions. The P&CEO indicated that the independent learning sessions had been reviewed following feedback and would not be timetabled for 2022/23. The poor timetabling of tutorials and progress coaching was contributing to lower attendance and the system of automatically notifying parents of student absences did not appear to be working in every case. Students would like the opportunity to use the table tennis facilities outside the building at lunchtimes. A number of students who were eligible for free school meals did not claim them because of difficulties accessing the refectory at lunchtimes. Not all students were aware that laptops were available for them to borrow through student services. The P&CEO clarified that laptops were also available for loan from the LRCs at both campuses. <p>ACTION: Executive to review timetabling of tutorials and progress coaching at the Croydon Campus</p> <p>ACTION: Executive to check that the system for automatically notifying parents of student absences is working correctly</p> <p>ACTION: Executive to enable students to access outside facilities at the Croydon Campus at lunchtime</p> <p>ACTION: VPE&Q to ensure that all students were aware of the entitlement for free school meals and that laptops were available to borrow</p> <p>The Corporation NOTED the Student Governors’ Reports.</p>
4.	<p>BUSINESS PLANNING AND MANAGEMENT</p> <ul style="list-style-type: none"> Streamlined Energy and Carbon Reporting Figures 2020/21 The VPF&R reported that due to the UK’s increased national use of renewable energy, the electricity factor had improved for 2020-21. The VPF&R reported that the College’s costs for gas and electricity would be increasing very significantly and this would be a pressure on the 2022/23 budget. <p>The Corporation APPROVED the calculated usage and emissions data and wording for publication on the College website.</p>
5.	<p>RISK MANAGEMENT</p> <ul style="list-style-type: none"> Risk Register Spring 2022 The VPF&R drew the Board’s attention to the movement in the risks scores in the curriculum areas (Strategic Risks 1-3). The highest risk in December 2021 had related to maintaining the College’s financial health given the shortfall in the number of 16-18 students recruited

	<p>at the start of the academic year. This had now been addressed through the additional students recruited in January and the risk score had been reduced.</p> <ul style="list-style-type: none"> • As part of moves to simplify the papers provided to the Board, the main risk register was now included within the information pack; with the Board receiving a cover paper, a heat map and a table showing changes in the scoring of the Strategic Risks. <p>The Corporation NOTED the risk register.</p>
6.	<p>GOVERNANCE</p> <p>i. Updated Code of Conduct for Governors</p> <ul style="list-style-type: none"> • The updated Code was recommended to the Board for approval by the Search and Governance Committee. A copy of the revised Code of Conduct would be provided to all members of the Governing Body with a summary setting out the key points. <p>The Corporation APPROVED the updated Code of Conduct for Governors</p> <p>ACTION: DoG to provide a copy of the updated Code of Conduct to all Governors with a summary setting out the main points</p> <p>ii. Appointment of Co-opted External Member of the Croydon College Learning and Quality Committee</p> <p>The Corporation APPROVED the appointment of Louise Cretton as a Co-opted External Member of the Croydon College Learning and Quality Committee for a period of four year from 1 April 2022</p> <p>The Corporation APPROVED the associated changes to the terms of reference of the Learning and Quality Committees.</p> <p>iii. Meeting Arrangements and Governor Days – Summer Term 2022 and Academic Year 2022/23</p> <ul style="list-style-type: none"> • The DoG set out the proposed arrangements. Committee meetings planned for June/July 2022 would take place either online or face to face, depending on the preference of the majority of the Committee members. • Board meetings in 2022/23 would take place in person only. There would be two Governor Days, one in December at the Croydon Campus and the other in March at the Coulsdon Campus. Each Committee would meet in person at least once during 2022/23. Meetings would be either entirely in person or entirely virtual. <p>The Corporation APPROVED the proposals for Committee meetings in the Summer term 2022 and the academic year 2022/23 and approved the dates for meetings in 2022/23.</p> <p>ACTION: DoG to invite members to meetings in 2022/23</p>
7.	<p>MINUTES AND MATTERS ARISING</p> <p>i. Croydon College Corporation Minutes of the Meeting on 8 December 2021</p> <p>The Corporation APPROVED the minutes of the meeting.</p>

	<p>ii. Matters Arising (Action list)</p> <p>The Corporation NOTED the updated action list. The VPF&R reported that a number of initial options had been received for the Property Master Plan Croydon Campus. Further work on the Master Plan was on hold while a feasibility study was conducted on moving the main entrance to the West End of the building.</p>
<p>8.</p>	<p>FOR INFORMATION PAPERS</p> <ul style="list-style-type: none"> i. Annual Sustainability Report 2020/21 ii. Management Accounts February 2022 iii. Risk Management Register – Spring Term 2022 iv. Unconfirmed minutes of the Search and Governance Committee meeting on 22 February 2022 iv. Unconfirmed minutes of the Finance and Resources Committee meeting on 2 March 2022 vi. Unconfirmed minutes of the Coulsdon Learning and Quality Committee meeting on 9 March 2022 vii. Unconfirmed minutes of the Croydon Learning and Quality Committee meeting on 16 March 2022 viii. Unconfirmed minutes of the Audit Committee meeting on 17 March 2022 ix. Compliance with the amended AoC Code of Governance – September 2021 <p>The Corporation NOTED the papers provided for information. No questions had been submitted prior to the meeting.</p>
<p>9.</p>	<p>ANY OTHER BUSINESS</p> <ul style="list-style-type: none"> • The Chair reported that he had used Chair’s action to authorise the use of the Seal on an agreement between the College and the GLA for the provision of £250K of grant funding relating to the Mayor’s Academies Programme hub funding. <p>The Corporation RATIFIED this decision.</p> <ul style="list-style-type: none"> • The VPF&R reported that the College would be granting a licence to Epsom and St Helier NHS Trust to lease space at the Croydon Campus for a sixth month period to provide training for their staff. Eversheds had confirmed that the licence agreement did not require the College Seal. • DoG reported that the ETF’s governance Development Programme would be moving to a new online platform from 31 March and would not be accessible until 30 May. The ETF had asked Colleges who subscribed to the GDP to provide Governor’s email addresses to the ETF so that they could be registered on the new platform. <p>ACTION: Governors who do not wish their email address to be supplied to the ETF for the purpose of registering them on the new online platform for the Governance Development Programme to contact the DoG</p>
<p>10.</p>	<p>DATE OF NEXT MEETING</p>

<p>Governor Day Coulsdon Campus – Wednesday 13 July 2022 10am – 5pm to include Board meeting.</p>
