

**THE CORPORATION OF CROYDON COLLEGE**

*Wednesday 13 July 2022 at 2.00pm*

*Room 116/117, Coulsdon Campus*

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**PART ONE MINUTES**

- PRESENT:** Tony Stevenson (Chair)  
Caireen Mitchell (Principal & CEO)  
Jean Cook  
Andrew Gilchrist  
Catherine Boyd-Maunsell (Vice Chair)  
Frederick Law  
Andy Wilson  
Mike Fisher  
Niral Patel
- IN ATTENDANCE:** Ann-Christine Harland (VP Finance & Resources)  
Martin Silverwood (VP Education & Quality)  
Natalie Garner (Assistant Principal (interim), Coulsdon Sixth Form College)
- CLERK:** Nichole Sansome (Executive Office – Business Manager)
- QUORUM:** The meeting was quorate

	ITEM
1.	<p><b>PRELIMINARY BUSINESS</b></p> <p>The Chair welcomed everyone to the meeting, noting it was some Governors first time visiting the Coulsdon campus.</p> <p><b>i. Apologies for Absence</b></p> <ul style="list-style-type: none"> <li>• Apologies for absence were received from; Andrew Lowe, Nasim Jivani-Hemani, Claudine Reid, Soumick Dey, Lucia Guetcherian (Staff Governor, Croydon Campus), Fiona Brennan (Staff Governor, Coulsdon Campus), Nataly Vivanco-Piechenko (Student Governor, Coulsdon), Neath Coley (Student Governor, Croydon) and Fadia Clarke (VP Training, Skills &amp; HE).</li> </ul> <p><b>ii. Declarations of Interest</b></p> <ul style="list-style-type: none"> <li>• The following declarations were made; Andrew Gilchrist is a Governor of Brooklands College, Caireen Mitchell is a Governor of Wandle Learning Trust.</li> </ul> <p><b>iii. Appointment of Clerk for the meeting</b></p> <ul style="list-style-type: none"> <li>• The Chair reported the requirement to appoint a Clerk for the meeting in the absence of the DoG and recommended the appointment of Nichole Sansome.</li> </ul> <p>Nichole Sansome was <b>APPOINTED</b> by the Corporation as Clerk for the meeting.</p>

	<p>iv. <b>Confirmation of new Student Governor</b></p> <ul style="list-style-type: none"> <li>The Chair confirmed the appointment of Neath Coley as Student Governor for the Croydon campus until the end of the 21/22 academic year. In her absence, as the meeting was the last of the academic year, the Chair welcomed Neath and thanked her for her service.</li> </ul>
<p>2.</p>	<p><b>EVALUATION OF STANDARDS</b></p> <p>i. <b>Principal’s Report including College KPIs for 2021/22</b></p> <ul style="list-style-type: none"> <li>The P&amp;CEO introduced Natalie Garner who she had asked to attend the meeting. Natalie would be taking up the post of interim Vice Principal, replacing Fadia Clarke who would be leaving the College in September 2022.</li> <li>Further to the summary provided in the report, the P&amp;CEO updated the Board on the Principal recruitment for Coulsdon Sixth Form College (Coulsdon), reporting that an interim Principal had been appointed, and an agency would lead the next round of recruitment from September.</li> <li>Pay disputes, subsequent industrial action and union relations were noted as a key concern for the P&amp;CEO. Having completed a review of the 2022/23 budget she confirmed a 3.5% pay award was possible, with a contingency of 1% saved from the sickness budget. Unions would be invited to engage in talks around how that pay award should be distributed, with a meeting scheduled in August to progress – a likely result being that bottom pay rates for skilled staff would be targeted rather than all staff receiving a fixed increase.</li> <li>The P&amp;CEO provided an overview of Predicted Achievement Rates, noting inconsistency in the data available due to staff at Coulsdon not utilising College systems correctly. There was some discussion around whether Coulsdon staff were on board with using the College systems. The P&amp;CEO stated that expectations had been made very clear and that College systems were to be prioritised, with local ‘traditional’ systems coming second. The VPE&amp;Q confirmed that training had been provided, and would be repeated at the start of the next academic year. AG suggested including use of the systems in staff objectives. The P&amp;CEO confirmed that this point had been included in job descriptions during the pathways restructure, and would be emphasised regularly during progress reviews.</li> <li>On discussing applications, the P&amp;CEO reiterated that application data for 2022/23 was on par with data from years before Covid. The pandemic had had an unprecedented impact (increase) on applications and was skewing current data to look more concerning. However, there were two areas of concern noted, HE where a number of applications had been turned down, and T-Levels where applications were low overall. The P&amp;CEO and wider executive team were already having discussions about how to address/improve these areas.</li> <li>The P&amp;CEO provided an overview on student voice noting the difference in quartile ratings between campuses, with Croydon largely at Quartile B and Coulsdon largely at Quartile D. AW asked what was being done at Coulsdon to have an impact ahead of inspection. The P&amp;CEO outlined the aims of the pathways restructure, firstly to improve leadership and management and secondly to provide clear study pathways for students, with each student belonging to a “home” pathway responsible and accountable for their progression. The VPE&amp;Q added that study programmes would be more aligned to student pathways, allowing issues to be identified more quickly. The VPF&amp;R added that timetabling for 2022/23 was being undertaken now to ensure no changes were made in-year as had happened in 2021/22 for Laser &amp; EPQ, which had significantly impacted attendance. Furthermore, an Attendance &amp; Behaviour Policy had been introduced, and plans had been made to reset behavioural standards with students through an early parents evening in</li> </ul>

	<p>October, and to reset expectations of behavioural management with staff having clear responsibilities.</p> <ul style="list-style-type: none"> <li>• Further to the detail in the report, the VPF&amp;R provided a verbal flood and premises update noting that flood recovery progress had been delayed by two weeks due to essential asbestos work. Summer estates projects were moving forward, there had been price inflation but costs were still within the approved budget.</li> <li>• The Chair noted there had been a lot of heavy lifting at Coulsdon, with more work to be done in 2022/23, and it was good to have a clear picture of where things stood. The P&amp;CEO updated that there had recently been an independent Deep Dive at Coulsdon with Leadership &amp; Management, Attendance, and Student Behaviours highlighted as areas requiring improvement. These were all areas where plans to address concerns were already in place.</li> <li>• The Vice Chair emphasised the significant amount work to be done with managers come September under the new structure. The P&amp;CEO agreed the change in management would be the College’s biggest challenge, noting Fiona Brennan had been appointed to Assistant Principal and would step down from her role as Staff Governor. Securing appointments against the remaining vacancies was a key priority as leadership and management was key to driving change.</li> <li>• The Chair summarised high satisfaction levels at Croydon, HE assessments were positive and NSF surveys had produced good scores. The Chair thanked the P&amp;CEO, VPE&amp;Q, and Natalie Garner for their efforts at Coulsdon.</li> </ul> <p>The Corporation <b>DISCUSSED</b> the P&amp;CEO’s report.</p> <p><b>ii. Student Governors’ Reports</b></p> <p>As both Student Governors had given apologies for the meeting there was no update to the Corporation at this meeting.</p>
<p><b>3.</b></p>	<p><b>STRATEGIC DEVELOPMENTS</b></p> <p><b>i. Employer Engagement Strategy</b></p> <ul style="list-style-type: none"> <li>• The strategy had been discussed earlier within the Governor Day and was not discussed at length during the Board meeting, but the Corporation noted the importance of keeping up the momentum with employer engagement.</li> </ul> <p>Subject to spelling correction, the Corporation <b>APPROVED</b> the Employer Engagement Strategy.</p> <p><b>ACTION: P&amp;CEO to review and correct strategy prior to implementation.</b></p>
<p><b>4.</b></p>	<p><b>BUSINESS PLANNING AND MANAGEMENT</b></p> <p><b>i. Budget 2022/23</b></p> <ul style="list-style-type: none"> <li>• The VPF&amp;R highlighted two income streams not reflected in the version of the budget included within the papers – 1) the Multiply Grant, funding to improve numeracy skills in adults, and 2) a 3% increase to GLA funding.</li> <li>• AG asked about free school meals and the drop in use, the VPF&amp;R confirmed students were not applying for it and use had dropped by 50%. There was discussion around plans to make it easier for students to access the funding, including making the funding check mandatory at walk-in enrolments. The VPF&amp;R confirmed she would recheck the figures to ensure they were correct.</li> </ul>

- AW noted that staff costs were at 68.8% and asked if that was typical for FE. The VPF&R explained that sixth form college wages skew the overall College figures toward the top end of the 70% limit set by the FE Commissioner. The VPF&R confirmed overall staff cost needed monitoring, but that the College was focussed on growing income as part of the response.

The Corporation **APPROVED** the Budget for 2022/23.

**ACTION: VPF&R to check figures on free school meals.**

**ii. Financial Forecast 2021-24**

- The VPF&R summarised the forecast, which included no further growth and minimal growth in pay costs, noting this was a prudent position to take.
- AG queried why College KPIs/benchmarks did not appear in the CFFR dashboard where indicated. The VPF&R confirmed that this was not a required field in the submission of CFFR returns, but that the Finance & Resource Committee could review and consider its use going forward.

The Corporation **APPROVED** the Forecast for 2021/24.

**ACTION: VPF&R to review CFFR dashboard and make a proposal for future returns at the next F&R committee.**

**iii. AEB Tender and Subcontracting Rationale 2022/23**

- The VPF&R outlined the need to reduce the use of subcontracting to deliver the Adult Education grant. The reduction would happen gradually over time and efforts had been made to manage the use down to 25% for 2022/23.

The Corporation **APPROVED** the request to tender a maximum value of £159K of the College's 2022/23 ESFA Adult Education funding.

The Corporation **APPROVED** the amended subcontracting rationale for 2022/23.

**iv. Internal Audit Plan 2022/23**

- The VPF&R confirmed the College had re-tendered its internal audit service and summarised the plan for 2022/23 and annexed plans for the following two years, noting that a reduction in overall audit days would save over 12% on fees in comparison to 2021/22.
- The Board discussed the focus areas proposed for audit over the three-year contract. AG reported that the Audit Committee had asked for Safeguarding to be included earlier in the schedule, but that it would not be included in 2022/23. AW noted that Cyber Security had been included in the 2022/23 plan after receiving partial assurance in 2021/22. AG noted that a partial assurance audit opinion was common in this area and similar to others in the industry, and confirmed the internal audit would be repeated to monitor progress. The Vice Chair noted that £6k had been allocated for a HR specialist to review staff retention and asked what would be included. AG and the VPF&R confirmed that the internal audit would include exit procedures, the probationary process, and managing staff sickness.

The Corporation **APPROVED** the internal audit plan for 2022/23.

**v. External Audit Strategy 2021/22**

	<p>The Corporation <b>NOTED</b> the annual planning report from Buzzacott and <b>APPROVED</b> the external audit strategy for 2021/22.</p>
<p>5.</p>	<p><b>RISK MANAGEMENT</b></p> <p><b>i. Risk Register Summer 2022</b></p> <ul style="list-style-type: none"> <li>• The VPF&amp;R summarised the current risk register position, noting HR risks had increased at Coulsdon.</li> <li>• The DoG would be reviewing how to reduce the pages of the report to make it easier for review at Committee and Board meetings.</li> <li>• The Chair noted inclusion of the score change summary was useful and would be retained.</li> </ul> <p>The Corporation <b>DISCUSSED</b> the risk register updates.</p>
<p>6.</p>	<p><b>GOVERNANCE</b></p> <p><b>i. Board and Committee Schedule of Business 2022/23</b></p> <p>The Corporation <b>APPROVED</b> the board and committee schedule of business for 2022/23.</p> <p><b>ACTION: Governors to let the DoG know if they cannot attend scheduled dates.</b></p> <p><b>ACTION: The Clerk to issue meeting invites for board and committee meetings.</b></p> <p><b>ii. Student Constitution</b></p> <ul style="list-style-type: none"> <li>• The VPE&amp;Q provided an overview of the Student Constitution which had been updated to reflect the now merged College in consultation with the current student executive at both campuses. It was noted that the document sits separately to the College’s Code of Conduct which remained a mandatory read for all students and staff.</li> <li>• Board members discussed the role of Student Governors. The Vice Chair asked whether training was provided on election, the Chair confirmed Student Governors are inducted by the DoG and have meetings with the Chair, in addition the Student Governors for 2021/22 attended the AoC Student Governors Conference. The VPE&amp;Q added that the wider student executive receive training, and cross campus engagement was encouraged to share best practice.</li> <li>• The Chair noted the Student Governor role was typically hard to fill as it rotates each academic year.</li> </ul> <p>The Corporation <b>APPROVED</b> the Student Association Constitution.</p>
<p>7.</p>	<p><b>POLICY UPDATES</b></p> <p>The VPF&amp;R provided an overview of the changes to various College policies per the covering paper.</p> <p><b>i. Health &amp; Safety Policy</b></p> <p>The Corporation <b>APPROVED</b> the updated Health and Safety Policy.</p> <p><b>ii. Supply Chain Charges and Fees Policy</b></p> <p>The Corporation <b>APPROVED</b> the updated Supply Chain Charges and Fees Policy.</p>

	<p><b>iii. Fees Policy</b></p> <p>The Corporation <b>APPROVED</b> the updated Fees Policy.</p> <p><b>iv. Risk Management Policy</b></p> <ul style="list-style-type: none"> <li>The VPF&amp;R highlighted that to improve the Board's awareness of risks, this policy would come directly to the Board for discussion and approval going forward.</li> </ul> <p>The Corporation <b>APPROVED</b> the updated Risk Management Policy.</p>
8.	<p><b>MINUTES AND MATTERS ARISING</b></p> <p><b>i. Minutes of the Part One meeting on 30 March 2022</b></p> <p>Subject to spelling correction, the Corporation <b>APPROVED</b> the minutes.</p> <p><b>ACTION: The Clerk to finalise minutes for Chair signature.</b></p> <p><b>ii. Matters arising from the minutes not covered on the agenda (see action list)</b></p> <p>There were no matters arising.</p>
9.	<p><b>FOR INFORMATION PAPERS</b></p> <p><b>i. Management Accounts for May 2022</b></p> <p><b>ii. Risk Management Register – Summer Term 2022</b></p> <p><b>iii. Unconfirmed minutes of the Finance and Resources Committee meeting on 15 June 2022</b></p> <p><b>iv. Unconfirmed minutes of the Coulsdon Learning and Quality Committee meeting on 22 June 2022</b></p> <p><b>v. Unconfirmed minutes of the Croydon Learning and Quality Committee meeting on 29 June 2022</b></p> <p><b>vi. Unconfirmed minutes of the Audit Committee meeting on 30 June 2022</b></p> <p>The Corporation <b>NOTED</b> the papers provided for information. No questions had been submitted prior to the meeting.</p>
10.	<p><b>ANY OTHER BUSINESS</b></p> <ul style="list-style-type: none"> <li>The Chair thanked those Governors who would be leaving the Corporation. In their absence this included Fiona Brennan (Staff Governor, Coulsdon Campus), Nataly Vivanco-Piechenko (Student Governor, Coulsdon), Neath Coley (Student Governor, Croydon). The Chair also thanked Fadia Clarke (VP Training, Skills &amp; HE) who would be leaving the executive team before the next Board meeting.</li> </ul>
11.	<p><b>DATE OF NEXT MEETING</b></p> <p>Wednesday 19 October 2022 – 6pm to 8pm  Room 405B, Croydon Campus  Please note amended date</p>

