

**THE CORPORATION OF CROYDON COLLEGE***Wednesday 29 March 2023 at 3.00pm**Room 21, Coulsdon Campus*

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**PART ONE MINUTES**

**PRESENT:** Tony Stevenson (Chair)  
Catherine Boyd Maunsell (Vice Chair)  
Caireen Mitchell (Principal & CEO)  
Jean Cook  
Andrew Lowe  
Nasim Jivani-Hemani  
Frederick Law  
Andy Wilson  
Soumick Dey  
Niral Patel  
Louise Cretton  
Yvonne White (Staff Governor, Coulsdon Campus)  
Mario Cuba (Student Governor, Coulsdon Campus)

**IN ATTENDANCE:** Ann-Christine Harland (VP Finance & Resources)  
Martin Silverwood (VP Quality and Student Experience)  
Natalie Garner (VP Principal Adults & HE)  
Stuart Barlow (Coulsdon Principal)

**CLERK:** Clare Mitchell (Director of Governance)

**QUORUM:** The meeting was quorate

	ITEM
1.	<p><b>PRELIMINARY BUSINESS</b></p> <p><b>i. Apologies for Absence</b></p> <ul style="list-style-type: none"><li>• Apologies for absence were received from Mike Fisher, Andrew Gilchrist, Pat Denham (Vice-Principal Curriculum and Quality) and Sally Andrews (Student Governor, Croydon Campus).</li><li>• The Chair welcomed Louise Cretton to her first Board meeting following her appointment as a Governor.</li></ul> <p><b>ii. Declarations of Interest</b></p> <ul style="list-style-type: none"><li>• Caireen Mitchell is a Governor of Wandle Learning Trust.</li></ul> <p><b>iii Election of Vice-Chair</b></p> <ul style="list-style-type: none"><li>• The Chair reported that no self-nominations had been received for the role of Vice-Chair. The current Vice-Chair had agreed to continue in this role until the Summer. The Chair would be speaking to individual Governors to find a successor in the Summer term.</li></ul>

## 2. EVALUATION OF STANDARDS

### i. Principal's Report including College KPIs for 2022/23

- The P&CEO gave an overview of the post Ofsted inspection quality improvement plan which aimed to raise standards of teaching and learning. Progress against the plan would be monitored at Board and Committee meetings.
- In addition, the Executive was focusing on business as usual activities such as business planning and budgeting for 2023/24.
- The paper included details of lesson observations. Meeting all learners' needs and assessment continued to feature as areas of development, along with numeracy which was newly identified this term. Behavioural issues had only been identified in eight out of 214 lesson observations.
- The results of the November 2022 QDP survey were lower for the Coulsdon Campus compared to the Croydon Campus, but showed significant distance travelled compared to the May 2022 survey results. A subject specific QDP survey was being run at both Campuses in the Spring term and additional questions had been included on safeguarding and wellbeing and students' understanding of British values.
- Attendance for 16-18 year olds remained a concern and had fallen to just below 80%. Further actions had been identified by area to raise attendance at the Coulsdon Campus, in the School of Building, Engineering and Technical Professions and for 16-18 ESOL students. In ESOL attendance was impacted by the number of Looked After Children, who accounted for 80% of the young people in this area.
- The safeguarding and wellbeing teams were a prominent presence at both Campuses and were assisting with the management of student behaviour. The new Head of Student Experience was developing enrichment opportunities for students.
- Governors asked about staff wellbeing following the Ofsted inspection. The P&CEO reported that HR publicised the wellbeing resources that were available to staff. Staff wellbeing would be promoted through the staff learning week in the Summer term. The task and finish groups set up as part of the Ofsted quality improvement plan were also providing an opportunity to engage with and motivate staff. However, more support needed to be provided for new academic staff at the Coulsdon Campus.

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

### ii. Coulsdon Principal's (CP) Report

- The CP clarified that this report had been presented to the Coulsdon Campus LQC meeting on 1 March 2023 and the accompanying data was correct as at 14 February 2023. Attendance had increased to 78.5% in week 28 and was at 76.5% in week 29. Punctuality had improved by around 4%. Students would not be on study leave during their external examinations in the Summer term. This was likely to result in a decrease in recorded attendance as, although students would be on campus, they might be in examinations or revision classes.
- There had been a significant increase in the number of performance intervention meetings with students between February and March, particularly at Stage 2. These were having a positive impact.
- Attendance at the January 2023 BTEC examinations had increased by 12% at Level 2 and achievement had improved by about 10% compared to the previous year. At Level 3

attendance had increased by 13% and the numbers passing first time had increased by 6%. Markbook completion had improved and both teachers and students had a realistic assessment of expected achievement.

- There had been a significant increase in the focus on teaching and learning. An external reviewer had been observing classes and would be returning after the Easter holidays.
- The Board queried the number of staff vacancies. The CP confirmed that the five reported vacancies referred only to academic staff and represented about 10% of the total academic staff at the Coulsdon Campus. Student Services and other support staff were employed on Croydon College contracts and there were a significant vacancies in some areas, e.g. pastoral support, which impacted on support for students at the Coulsdon Campus.
- The Vice-Chair noted that the number of appraisals completed at the Coulsdon Campus, as reported to the Finance and Resources Committee, had been very low. The CP clarified that once paper appraisal documentation was included the completion rate increased to 77%.
- The Board asked how senior managers were addressing variability in teaching. The CP reported that the management development programme was being used to develop skills in this area and it was working well in two of the pathways. The Governors who had observed lessons prior to the start of the Governor Day expressed concern about variability of teaching and a lack of enthusiasm from both students and teachers. Attendance levels had been low and there had little challenge of students who had arrived late. The CP reported on the steps that were being taken to ensure consistency across all lessons, ensuring that all teachers knew what good teaching looked like and to make teaching more engaging. He also emphasised the importance of advance planning to ensure a smooth start to the 2023/24 academic year.
- The Chair of the Coulsdon LQC emphasised how helpful she had found it to observe classes and to meet students at lunchtime and encouraged all Governors to take part in lesson observations. The Staff Governor for the Coulsdon Campus stated that Governors observing lessons would be motivating for staff.

The Corporation **DISCUSSED** the Coulsdon Principal's report.

### **iii. Student Governors' Report**

- The Student Governor from the Coulsdon Campus reported that there had been an improvement in student behaviour over the last past term. However, there were still issues with attendance and punctuality and he was proposing a later start time because of transport issues. The CP responded that a later start time had been agreed from September 2023 onwards.
- Students were unhappy with the quality and price of the food on sale in the canteen. This was compounded by the impact of the increased cost of living on students. The student toilets were also in a poor state. The CP indicated that he would discuss the issues relating to the canteen with the Student Governor. The toilets were a known issue, regular cleaning was in place but the problems related to student behaviour and were challenging to resolve.
- The Student Governor reported that tutorial content was improving but more work was still needed to encourage students to attend. Revision sessions were being held over Easter for Year 13 students, which was very welcome.
- The Student Governor was encouraged to raise issues with the CP and the Assistant Principals as they arose

	The Corporation <b>NOTED</b> the Student Governor's report.
3.	<p><b>STRATEGIC DEVELOPMENTS</b></p> <ul style="list-style-type: none"> <li>• The Chair reported that he and the P&amp;CEO had met with Maria Gatland, Cabinet Member for Children and Young People in February 2023. The Councillor had taken away a number of actions but there had been no update on progress as yet.</li> <li>• The Chair had attended a “Mind the Skills Gap”, parliamentary day of action at the House of Commons on behalf of the P&amp;CEO. All politicians on the panel had recognised the need for increased funding for FE but no further funding had been allocated to the sector in the March budget.</li> <li>• Sir Michael Barber had been appointed as government adviser on skills reform implementation from November 2022 until the end of February 2023 and his conclusions were awaited.</li> <li>• Jean Cook had attended the Royal Anniversary Trust's Further Education Commemorative Lunch on behalf of the P&amp;CEO. The event, held in honour of the late Queen Elizabeth II, was organised by the Trust which manages the Queen's Anniversary Prizes for further and higher education.</li> </ul> <p>The Corporation <b>NOTED</b> the Chair's update on strategic developments.</p>
4.	<p><b>BUSINESS PLANNING AND MANAGEMENT</b></p> <p><b>i. Estates Update</b></p> <ul style="list-style-type: none"> <li>• The VPF&amp;R gave an update on the current estates projects and bids. The tender for the main contractor for the FE Capital Transformation Fund (FECTF) grant works was issued on 20<sup>th</sup> February and responses were due back on 17<sup>th</sup> April. The appointment needed to be made by 9<sup>th</sup> May 2023 to ensure the works could proceed on time. As the contract value would be in excess of £500k, in accordance with the Financial Regulations, the Chair of the Finance and Resources Committee and either the Chair or Vice Chair of the Governing Body would be asked to review the outcome of the tender process and approve the appointment, for subsequent ratification by the Board.</li> <li>• The main reception/security gates at the Croydon Campus would be remodelled to ensure that the College met the requirements of the new Protect duty. This would be funded through an internal budget.</li> <li>• The College flood Phase 1 asbestos cleaning and re-lagging works had been delayed as a result of the recent Ofsted Inspection, and would now continue into May. Leak detection systems linked to the Building Control System had now been put in place and tested. Discussions were continuing with the College's insurers on payment of costs. The Chairman of the Finance and Resources Committee, who had expertise in this area, had offered to assist the VPF&amp;R with these discussions.</li> <li>• The College was expecting to receive a deferred overage payment from Conegate Ltd, on the sale of land at Duppas Hill, which had previously been owned by the College. Negotiations were also taking place with Stonegate on the overage condition on the Barclay Road site (see confidential minutes for details).</li> </ul> <p>The Corporation <b>NOTED</b> the report and the process for appointing the main contractor for the FECTF project.</p> <p><b>ii. Accountability Agreements for 2023/24</b></p>

	<p>The Corporation <b>NOTED</b> the background information on Accountability Agreements and the development of the College’s Annual Accountability Statement (AAS) for 2023/24, which had been discussed at the earlier Governor Day.</p> <p>The Corporation <b>AGREED</b> that a short online Board meeting should be scheduled for the end of May 2023 to approve the College’s AAS for 2023/24.</p> <p><b>Action: DoG to schedule an additional online Board meeting for the end of May</b></p>
5.	<p><b>GOVERNANCE</b></p> <p><b>i. Board and Committee Meeting Dates in 2023/24</b></p> <p>The Corporation <b>APPROVED</b> the meeting dates for 2023/24 and the continuation of the HE Group into 2023/24.</p> <p><b>Action: DoG to send out invites for meetings in 2023/24</b></p> <p><b>ii. Link Governor Scheme</b></p> <ul style="list-style-type: none"> <li>• The Board discussed the proposals and agreed that responsibility for skills should be incorporated into the Link Governor role description for Careers and Employability.</li> </ul> <p>The Corporation <b>APPROVED</b> the establishment of Link Governors in the areas of Safeguarding, Health and Safety, Sustainability, SEND and Careers, Employability and Skills and the associated role descriptions</p> <p><b>iii. Governor Recruitment</b></p> <p>The Corporation <b>NOTED</b> that a new external Governor would be sought with skills and experience in SEND and <b>APPROVED</b> the proposal that external support for this recruitment should be sought from the FE Governor Recruitment Service.</p> <p>The Corporation <b>APPROVED</b> the amendment to the Governor person specification.</p> <p><b>Action: DoG to seek external support for the recruitment of a SEND Governor from the FE Governor Recruitment Service</b></p>
6.	<p><b>RISK MANAGEMENT</b></p> <p><b>i Risk Register Spring 2023</b></p> <ul style="list-style-type: none"> <li>• The VPF&amp;R presented the report and outlined the changes to the risk register following the recent Ofsted inspection. There would be a full review of the risk register once the inspection report had been published. It was important to note that the scores provided in the cover paper were the net risk scores with mitigations in place.</li> <li>• In relation to Strategic Risk 4.4, the P&amp;CEO reported that the staff development budget had been increased in year and would need to be increased for 2023/24.</li> </ul> <p>The Corporation <b>DISCUSSED</b> the updated Risk Register.</p>
7.	<p><b>UPDATES FROM COMMITTEE CHAIRS</b></p> <p><b>i. Coulsdon Campus Learning and Quality Committee</b></p>

Louise Cretton, Chair of the Coulsdon Campus LQC, noted that there had been significant discussion about the improvements needed at the Coulsdon Campus during the Governor Day as well as at the Board meeting. She had only recently taken over as Chair of this Committee but had set up regular meetings with the CP. The Committee would be focusing on improvements in teaching and learning and the management capabilities of senior staff. A set of KPIs had been developed to support this, which included HR measures. These measures needed to be broadened to include support staff working at the Coulsdon Campus. The Committee was very keen to hear the student voice and was aware of the increase in mental health issues among students following the pandemic and the impact on behaviour and attitudes.

The Corporation **NOTED** the update from the Chair of the Coulsdon Campus LQC

#### **ii. Croydon College Learning and Quality Committee**

Andy Wilson, Chair of the Croydon College LQC, commented on the need for further development of KPIs to support the Committee's work. There would be a focus on driving improvements in behaviours and attitudes following the Ofsted inspection. The Committee would be undertaking a deep dive focusing on sexual harassment and any related issues at its next meeting.

At its March meeting, the Committee had been informed that the OfS was undertaking an investigation into the College's compliance with the B3 condition (quality and standards) in relation to its HE provision. This was based on the College's data on continuation, completion and progression over the past five years, which was below the OfS thresholds in some areas. This five year period included data from some poor performing courses which were no longer run or were being taught out. The VPA&HE indicated that a subsequent meeting with the OfS regarding this data had been positive. The Committee had asked that the HE group meet in the Summer term to review progress on this issue.

The Committee had also received the Careers and Employability Strategy.

The Corporation **NOTED** the update from the Chair of the Croydon College LQC

#### **iii. Finance and Resources Committee**

Andrew Lowe, Chair of the Finance and Resources Committee, reported that the College's financial position for 2022/23 was ahead of budget and its balance sheet was strong. There was a concern about the possibility of a drop in the number of 16-18 year olds enrolling in 2023/24, which would impact on funding in 2024/25.

The Corporation **NOTED** the update from the Chair of the Finance and Resources Committee

#### **iv. Audit Committee**

Fred Law, member of the Audit Committee, provided the report in absence of the Chair. The Committee had considered a follow up internal audit report on cyber security. The original internal audit had resulted in a partial assurance option. However, the follow up report showed significant progress with only two recommendations remaining to be implemented, both of which had been downgraded to low priority.

The Committee had undertaken a deep dive into the implications of the ONS decision to reclassify FE Colleges as public sector. As a result of this decision, FE Colleges now required Treasury approval to access new commercial loans. This was unlikely to be forthcoming, so the DfE had set up a loans facility. There was also a new requirement to comply with the HMT Guidance on Senior Pay.

The Committee had also approved minor amendments to the Information Policy.

The Corporation **NOTED** the update from the Audit Committee

	<p><b>v. Search and Governance Committee</b></p> <p>Catherine Boyd-Maunsell, Chair of the Search and Governance Committee, reported that the Committee had reviewed the specification for the external governance review to take place in the Summer term and agreed the three suppliers that would be asked to quote for this piece of work. The scope of the review would be finalised once the reviewer had been appointed and the Ofsted report was published. She encouraged all Governors to take an active part in the review once it was underway.</p> <p>An event between Governors and External Stakeholders would be arranged for the Summer term. The DoG would be in contact with Governors after the Easter break about possible dates and times.</p> <p>The Committee was also recruiting for two new co-opted members; an employer co-opted member for the Croydon College LQC and a co-opted member for the Audit Committee.</p> <p>The AoC had undertaken a full review of the AoC Code of Good Governance. The revised version was currently out for consultation. A paper on the revised Code would come to the next meeting of the Committee with a recommendation as to whether or not it should be adopted by the Board.</p> <p><b>Action: DoG to contact Governors about possible dates and times for an event with external stakeholders in the Summer term</b></p> <p>The Corporation <b>NOTED</b> the update from the Chair of the Search and Governance Committee</p>
8.	<p><b>MINUTES AND MATTERS ARISING</b></p> <p><b>i. Minutes of the Part One meeting on 7 December 2022</b></p> <p>The Corporation <b>APPROVED</b> the minutes of this meeting subject to two minor amendments submitted by Andrew Gilchrist prior to the meeting.</p> <p><b>ii. Matters arising from the minutes not covered on the agenda (see action list)</b></p> <p>The Corporation <b>NOTED</b> the updated action list. In relation to action 4, the P&amp;CEO reported that she was not aware of any particular issues with safeguarding support from the local authority at the current time</p>
9.	<p><b>FOR INFORMATION PAPERS</b></p> <p>i. Management Accounts for February 2023</p> <p>ii. Risk Management Register – Spring Term 2023</p> <p>iii. Confirmed minutes of the Search and Governance Committee meeting on 23 November 2022</p> <p>iv. Unconfirmed minutes of the Coulsdon Campus Learning and Quality Committee meeting on 1 March 2023</p> <p>v. Unconfirmed minutes of the Finance and Resources Committee meeting on 8 March 2023</p> <p>vi. Unconfirmed minutes of the Croydon College Learning and Quality Committee meeting on 15 March 2023</p> <p>vii. Unconfirmed minutes of the Audit Committee meeting on 16 March 2023</p>

	The Corporation <b>NOTED</b> the papers provided for information. No questions had been submitted prior to the meeting.
<b>10.</b>	<b>ANY OTHER BUSINESS</b>  There were no items of other business.
<b>11.</b>	<b>DATE OF NEXT MEETING</b>  Wednesday 12 July 2023 6pm – 8pm at the Croydon Campus

**Signed:**

**Date:**