



THE CORPORATION OF CROYDON COLLEGE

Wednesday 3 July 2024 at 6.00pm

Room 405B, Croydon Campus

PART ONE MINUTES

PRESENT: Ian Valvona (Chair)
 Louise Cretton (Vice Chair)
 Caireen Mitchell (Principal & CEO)
 Andrew Lowe
 Andrew Gilchrist
 Andy Wilson
 Frederick Law
 Niral Patel
 Jonathan Brookes
 Martin Bentham
 Terrance James (Staff Governor, Croydon Campus)
 Yvonne White (Staff Governor, Coulsdon Campus)
 Belen (Maria) Villacis Fernandez (Student Governor, Coulsdon Campus)

IN ATTENDANCE: Ann-Christine Harland (VP Finance & Resources)
 Martin Silverwood (Coulsdon Principal)
 Natalie Garner (VP Principal Adults, Vocational and Skills)
 Rob Bates (VP Young People and High Needs)
 Helen Langford, Head of HR (Items 1-3.ii)

OBSERVERS: Nigel Duncan, Deputy FE Commissioner (on Teams)
 Sam Hanmer, Executive Director, Employer Engagement, Apprenticeships and Skills

CLERK: Clare Mitchell (Director of Governance)

QUORUM: The meeting was quorate

	ITEM
1.	<p>PRELIMINARY BUSINESS</p> <p>i. Welcome and introductions</p> <ul style="list-style-type: none"> • The Chair reported that Nigel Duncan, Deputy FEC Commissioner, would be observing this meeting as neither Chris Dearnley nor Edwin Dhauke from the DfE place based team were available. • The Chair welcomed Sam Hanmer to the meeting. Sam would be joining the College the following week. Those present introduced themselves. • The Chair thanked Nasim Jivani Hemani, who had resigned wef from 25 July 2024, for her important contribution to the work of the Board.

- The Chair thanked the Link Governors for all the work that had gone into their reports. These reports had significantly improved the Board’s understanding of the student experience over the year. The Chair also thanked both Student Governors for their consistently excellent insights into the student experience over the year.
- The Chair concluded that significant progress had been achieved in meeting the DfE and FEC’s requirements over the year. This progress needed to be sustained and this would be supported by the new strategic plan and the development of a people strategy to complement this.
- The Chair reported that the Vice-Chair had recently conducted his review. One of the points raised was about the Chair’s engagement with external stakeholders on behalf of the College. The Chair assured Board members that this engagement was taking place and he would increase the visibility of this work. The Chair reported that he had recently met with the South London Partnership, the NHS Trust, the Police and the Council.
- The agenda for this meeting was long and the Executive were asked to take the papers as read and to raise a small number of key points only.

ii. Apologies for absence

- Apologies for absence were received from Nasim Jivani Hemani and Nezia De Roche.

iii. Declarations of Interest

- Andrew Gilchrist declared that he is currently a Governor at Brooklands College.

iv. Decisions taken between meetings

- The Corporation **NOTED** the decisions taken by written resolution to:
 - Appoint Ash Technical Services for a contract of £709,973 plus VAT to undertake the internal refurbishment works at the Croydon Campus during Summer 2024;
 - Approve the College’s Annual Accountability Statement for 2024/25.

v. Appointment of External Governors

- The Chair noted that Peridot’s search, which had been funded by the FEC, had resulted in an excellent field of candidates. Two Governor roles had been advertised but subsequently Nasim Jivani Hemani had resigned from the Board leaving a third vacancy for a Governor with an accountancy qualification.

The Corporation **APPROVED** the appointment of Maria Glasscock as an External Governor for a four year term. Maria was a human resources specialist and would Chair the Remuneration Committee and sit on the Finance and Resources Committee.

The Corporation **APPROVED** the appointment of Michael Cutbill as an External Governor for a four year term. Michael had held senior executive roles in strategy and marketing and had now completed his final term of office as Vice Chair of LSBU. Michael would sit on the Audit Committee.

The Corporation **APPROVED** the appointment of Armaghan Ul-Haq as an external governor for a one year term of office in the first instance. Armaghan had significant director level experience in both finance and audit and was a qualified accountant.

2. MINUTES AND MATTERS ARISING

i. Minutes of the Part One meeting on 27 March 2024

The Corporation **APPROVED** the minutes of this meeting subject to a number of minor typographical amendments.

Action: DoG to amend the minutes of the Part One meeting on 27 March 2024

ii. Matters arising from the minutes not covered on the agenda (see action list)

- All actions had been completed apart from two which were not yet due and two which were ongoing. Governors would be asked to confirm that they had read the annual update to the KCSIE guidance for 2024/25; the Chair stressed the importance of this guidance. The Chair would find an opportunity for the Board to have a further discussion on risk in the autumn term 2024. The marketing team would be working with the VPF&R over the summer to design “you said, we did” posters on security issues. These would go up in classrooms in the autumn term.

The Corporation **NOTED** the updated action list.

iii. Security arrangements for the Croydon and Coulsdon Campuses

- The VPF&R reported that there had been one further serious security incident outside the Croydon Campus since the last Board meeting.
- The Security Review Panel had met twice since March 2024 to progress the six recommendations in the action plan. The most pressing issue was to finalise arrangements with the Council to use the land behind the College as a secure area for students. A draft lease had been sent to the Council with a deadline of 31 July for a response.
- It was agreed that the P&CEO would contact the Council’s Chief Executive to progress these discussions. If this was not successful, the Chair would write to the Mayor.

Action: The P&CEO to contact the Council’s Chief Executive to ask for swift progress on the lease of the land to the rear of the College as a secure area for students. If this was not successful, the Chair would write to the Mayor

- The Vice-Chair asked for an update on the security situation around both campuses. The P&CEO reported that the relationship between the College and the Police was much improved, as was the environment in College Square. Police resources were very tight, but some additional funding had been granted by the Home Office as Croydon had been identified as a crime hotspot. There was still a significant issue with a gang that operated around East Croydon.
- The Chair noted that continuing this work remained a high priority and security issues would remain high on the Board’s agenda in 2024/25. The Chair thanked the VPF&R for leading this review and the implementation of the associated action plan.

The Corporation **DISCUSSED** the update on security arrangements

3. STRATEGIC MATTERS

i. Creating Careers 2024/2029

- The P&CEO thanked the sub group of Governors for their input into shaping the new strategic plan, which was now more Croydon focused. The plan had been developed

following consultation with staff, students, Governors and external stakeholders. The plan itself was high level but would be underpinned by an annual delivery plan, which would be approved by the Board.

Action: P&CEO to bring an annual delivery plan to the Board for approval

- The plan was designed to build careers by ensuring students leaving the College had the skills and qualifications needed to move into employment or higher education and build their careers. Student stories would be added to the plan at the design stage to bring it to life.
- The Board emphasised the importance of the values being fully integrated into the plan and the need for them to be demonstrated by the whole organisation, including the Board.
- The Board challenged the Executive to bring a greater sense of excitement about the values and mission of the College into the final version of the plan and to produce a shorter version that would be accessible to a wider audience. The P&CEO assured the Board that this would take place.
- JB questioned why the plan did not include reference to innovation and enterprise, which was an area of strength for the College.

Action: P&CEO - strategic plan to reference innovation and enterprise and the College's strengths in these areas

- The P&CEO explained that there would be a soft launch of the strategic plan early in the new academic year, with a hard launch following the Ofsted inspection.

The Corporation **APPROVED** the new strategic plan – Creating Careers 2024-2029

ii. HR Strategy

- The HoHR reported that next phase of this work would be to develop a people strategy based on the new strategic plan. Consultation would begin in September and the new strategy would be brought to the Board for approval in December 2024

Action: HoHR to bring the people strategy to the Board for approval in December 2024

- The HoHR provided an update on the progress of the deliverables in the current HR strategy. There had been considerable progress in a number of areas, including updating HR policies in line with current legislation, achieving Investors in Diversity Accreditation and implementing the FREDIE action plan, which had been developed with engagement from staff, students and the FREDIE group.
- There had been progress in reducing the ethnicity pay gap, with a 5% shift in one year into the upper quartile. Progression into management posts remained a key area of focus.
- The HoHR provided the high level results of the 2024 staff engagement survey. Given the difficult period that the College had been through, it was very pleasing to see a 3% increase in the staff engagement score. There were some areas of concern which needed to be explored further such as internal staff development, succession planning, routes into teaching and learning and recognition of and feedback to staff.
- FREDIE pulse surveys would take place in 2024/25 with a focus on staff mental health and wellbeing.

	<ul style="list-style-type: none"> • The Vice-Chair asked for an update on staff recruitment and retention. The HoHR reported that this information was included in the update on the HR strategy and that she was pleased with the current position in both areas. • The Chair emphasised the need for staff issues and the people strategy to be considered within papers and noted that the appointment of Maria Glasscock would provide more focus on HR issues at Board level. • The Chair of the LQC expressed particular concern that pay costs were currently at 78% of income. The Executive aimed to reduce staff costs to 72% in 2024/25 but this was still very high for the sector. The Board challenged the Executive to identify how pay costs could be reduced without affecting staff morale. • The HoHR explained that the new strategy would drive high performance. Staff utilisation was also being reviewed. The high level of agency staff in 2023/24 had increased pay costs. The number of agency staff had now reduced very significantly and the use of agency staff now needed the approval of the full Executive Team. • The P&CEO noted that although pay costs in the sector had historically been around 65%-68% of income, an increase in funding meant that Colleges had been able to award higher pay increases in 2023/24. As a result, it was likely that the sector average for pay costs was now around 70%. Staffing structures would be reviewed following the Ofsted inspection. The Executive was challenged to reduce staff costs below 72%. <p>The Corporation DISCUSSED the update on the HR Strategy</p>
4.	<p>LINK GOVERNOR REPORTS</p> <p>i. ESOL/English and Maths The Link Governor (Nasim Jivani Hemani) was unable to attend this meeting so this report was taken as read.</p> <p>ii. Adult Vocational and Skills The Link Governor (Andy Wilson) reported on his discussions with the VPAV&S re Building, Engineering and Technical Professions (BETP). The Head of School for Health and Social Care was now managing the courses in hair and beauty, previously within BETP, where significant improvements needed to be made. The Link Governor had taken part in a learning walk in health and social care and had been impressed by the level of engagement of students and teachers and the learning environment in this area. He had also spoken to the Head of HE about the fall in enrolments and plans to grow provision in this area. The LQC had identified the need for the Board to have a strategic discussion on HE and it was pleasing to see that this had also been identified as an issue by the Finance and Resources Committee</p> <p>iii. Apprenticeships The Link Governor (Andrew Lowe) explained that his report was based on a conversation with the Head of the World of Work who would shortly be leaving the organisation. The VPF&R assured that Board that this area would continue to be effectively managed. Apprenticeships would be the responsibility of the new Executive Director for Employer Engagement, Apprenticeships and Skills. There would also be a manager post within this area. Achievement for apprentices at the College was significantly above the national average and the actions recommended by the curriculum and quality review outlined in the report were designed to improve performance from Good to Outstanding. There had been issues with one employer with apprentices at HNC level relating to teaching and learning and these were being addressed.</p>

iv. Coulsdon Campus

The Link Governor (Louise Cretton) explained that her report was based on an interview with the Assistant Principal at Coulsdon College. The interview had provided evidence of real improvements in student experience in 2023/24. A number of further improvements would be implemented in 2024/25 including a new tutorial framework. The link governor emphasised the importance of students being made aware of the enrichment opportunities that were available to them at the start of the year and the need for students to understand the College's values and to see them reflected by staff.

v. Safeguarding and SEND

The Link Governor (Martin Bentham) gave his annual report. He had visited the College to see the enterprise opportunities now available for SEND students. The emphasis on employability was a real strength for the College. He would like to see more granular data on attendance, outcomes and destinations for SEND students and challenged the Executive to include this within LQC papers.

Action: Executive to provider more granular data on attendance, outcomes and destinations for SEND students to the LQC

He had worked with the Head of Safeguarding and Wellbeing on CPOMS reporting and attended meetings of the Safeguarding Committee.

vi. Careers, Employability and Skills

The Link Governor (Niral Patel) gave his annual report. He had attended meetings of the Employer Engagement Advisory Committee and had met with both internal and external stakeholders. Two areas that had been identified for development were Business Information Modelling and Fire Safety. Some of the courses within the College needed to be more widely communicated both internally and externally e.g. Esports.

He had been involved in discussions about aligning BETP to the Green Skills agenda and the creation of a Croydon College Advisory Board based around employers. The Executive need to make a decision about whether this Board should be established or whether the College should join an existing Employers Forum run by the Council. The Board expressed the view that the aims of the Council forum were likely to be different to those of a College Board, which would be wholly education focused.

Action: Executive Director, Employer Engagement, Apprenticeships and Skills to review whether a Croydon College Advisory Board should be established or whether the College should join an existing Employers Forum run by the Council

Action: P&CEO to oversee the development of an internal and external communications strategy, which would be linked to the People Strategy

Action: VPAV&S and Executive Director, Employer Engagement, Apprenticeships and Skills to ask Niral Patel to contribute to the College's position statement for Ofsted on employer engagement and related areas

5. QUALITY/CURRICULUM STANDARDS

i Principal's Report including College KPIs

- The P&CEO emphasised that the Executive and all staff were aiming to achieve Good at the next Ofsted inspection.
- Following a meeting with the Police the Executive was proposing a small number of further changes to the Positive Behaviour Policy for 2024/25.

- The College was predicting achievement above the national benchmark for 16-18s in the summer examinations and the 2023/24 attendance target had been met.
- Pulse surveys had taken place with staff on bullying and harassment and witnessing inappropriate behaviours. The results had been taken to the FREDIE Committee and a number of actions were being taken forward.
- The P&CEO provided an update on the work that was taking place at both campuses to improve the estate. The College was waiting for the outcome of a planning application which would allow remedial work to take place on the West End façade of the Croydon Campus.
- The Vice-Chair asked how and when Governors would receive an update on the summer examination results.

Action: P&CEO – Governors to be provided with an update on L3 and L2 examination results on Friday 16 August and Friday 23 August respectively

The Corporation **DISCUSSED** the Principal’s Report and **APPROVED** the amendments to the Positive Behaviour Policy for 2024/25

ii. Learning and Quality Committee (LQC) Chair’s Report

- Jane Holloway, Director of Teaching and Quality Improvement, had attended her first meeting of the LQC. Her role would be key to making further improvements in teaching and learning.
- The College had achieved re-accreditation for the matrix standard. This was very positive, particularly in the light of the expected Ofsted inspection. The matrix standard assessed the delivery of high-quality information, advice and guidance services. One of the insights from the assessment was that “staff and learners describe the college sites as being safe”. This assessment was supported by the Student Governor in her report to the Committee.
- The Committee had emphasised that, although KPIs were now moving in the right direction, it was crucial that summer examination results were positive.
- The Committee was recommending that there should be a strategic discussion at Board level about the future direction of the College’s HE provision.

The Corporation **DISCUSSED** the LQC Chair’s Report and **NOTED** that there would be further discussion on the student context at both campuses at the next LQC meeting.

iii. Single Improvement Plan (SIP) and Improvement Plan

- The P&CEO reported that all but four of the SIP actions had been closed at the FEC stocktake visit on 18 June 2024. Of the remaining four; only employer engagement was assessed as incomplete. This would be a priority for the new Executive Director who would need to review the work experience policy and clearly define which students were eligible for external work placements. Work related activity could take a number of forms as appropriate to the level of the course; not all students were eligible to undertake work placements. Work related activity was built into all courses and staff needed to be clear about how this was incorporated into their particular courses.
- The remaining three SIP priorities were assessed as ongoing. These were strategic planning, attendance and tutorial content. Actions in all these areas were well underway.

- The Chair emphasised that the FEC’s decision to close all but four of the SIP priorities represented significant progress.

The Corporation **DISCUSSED** the updates to the Single Improvement Plan and the Improvement Plan.

iv. Student Governors’ Report

- The Student Governor for the Coulsdon Campus provided a detailed report. The improvements to the tutorial system for 2024/25 were very welcome and overall staff interaction with students had improved. Students had greatly appreciated the help that teachers had given them to prepare for their examinations.
- However, students were now only able access some facilities, e.g. music practice rooms, if a member of staff was present. Staff were not always available and this meant student access was restricted.
- The Student Governor put forward some suggestions for improvements for 2024/25. These included a new mechanism to enable student governors to obtain feedback from students across all pathways, student involvement in leadership programmes, development of a student marketing team and student led discussions either before or after tutorials.
- The Student Governor thanked the Board for enabling her to contribute from a student perspective. She had enjoyed the role. The Board thanked her for her outstanding contribution and wished her well in her future studies.

Action: Executive to respond to concerns about restrictions on student access to some facilities e.g. music practice rooms

Action: Executive to consider the developments proposed by the Student Governor for 2024/25

Action: Student Governor from the Coulsdon Campus to circulate a copy of her report to members

The Corporation **NOTED** the Student Governor’s Report.

6. FINANCES AND RESOURCES

i. Finance and Resources (F&R) Chair’s Report

- The Chair reported that the College’s financial position was generally good, but the deficit for 2023/24 had increased significantly. There were two main reasons for this, high numbers of agency and interim staff and the recruitment of unfunded students, both 16-18s and adults. The College would receive funding for the additional 16-18 students in 2024/25. The Committee had questioned the reasons for the high pay costs and this would remain an area of scrutiny.
- The Committee had reviewed the budget for 2024/25, the financial forecast for 2023/26 and the Fees and Reserves Policies and was recommending them to the Board for approval.
- HE income was lower than budgeted in 2023/24. The Committee challenged the Executive to provide a robust growth plan for HE. HE would be a substantive agenda item for the November 2024 F&R meeting. The Committee was also recommending that the Board

have a strategic discussion about the future direction of HE provision at the College.

Action: Chair – to identify time for the Board to have a strategic discussion on HE at the request of both the Finance and Resources and Learning and Quality Committees

The Corporation **DISCUSSED** the Finance and Resources Committee Chair's Report.

ii. 2024/25 Budget

- The VPF&R reported that the proposed budget has been discussed in detail by the Finance and Resources Committee. The budget showed a modest surplus position of £57,000 derived from income of £36.2m (excluding bursary grant income), pay costs of £25m (72.71% of income) and non-pay costs of £11.7m. The budget generated an education specific EBITDA of £0.956m.
- The College would receive an additional £2.4m of income from the 16-18 grant. The number of GLA AEB enrolments would need to be capped as the GLA would no longer fund any over provision and there would be no access to in year growth funding. This was likely to have the most impact on adult ESOL courses were demand was likely to be greater than the funding available. Funding for both Multiply and the 16-18 tuition fund would end and the Mayor was consulting on a new skills strategy for London.
- There had been a reduction in ESFA AEB funding. None of this funding would be subcontracted out in 2024/25; all courses would be delivered by the College.
- A number of curriculum and business support area posts would be lost to increase business efficiency and reduce pay costs. The fully staffed quality team and the new Executive Director role were included in the budget, as well as a 2% pay increase. This budgeted increase was higher than the inflationary increase in the main 16-18 grant of 1.8%, and no increase had been provided for any of the adult grants. The VPF&R had undertaken some benchmarking on pay costs across College from their 2022/23 accounts. 118 Colleges out of 440 had pay costs over 70%. Out of 30 sixth form colleges only 22 had LGPS contributions as high as the College.
- The Chair of the LQC questioned whether under utilisation of staff was driving the increase in pay costs. The VPF&R responded that there was considerable focus on staff utilisation. Staff budgets were based on teaching hours and curriculum areas were expected to make a 50% contribution to the College's central costs.
- The cashflow forecast for 2024/25 showed a small cash operating inflow of £154k for the year, an improvement on the cash operating outflow of over £1m forecast for 2023/24. This level of operating cash would not cover the bank loan capital payments or additional capital investments, so the cash balance was forecast to reduce to £10.9m by 31 July 2025, i.e. 121 cash days in hand.
- The Chair challenged the Executive to ensure the budgeted surplus was achieved. This was a key target for the whole of the Executive Team and would be closely monitored by the Finance and Resources Committee and the Board.

Action: The Chair & P&CEO to discuss pay costs across the sector with the FEC at the next Case Conference

The Corporation **APPROVED** the 2024/25 budget. The Chair thanked the VPF&R and the Chair of the Finance and Resources Committee for their work.

iii Financial Forecasts 2023/26

	<ul style="list-style-type: none"> • The proposed draft forecast for 2025/26 saw an improvement to the 2024/25 budget, currently showing a surplus of £90k, derived from income of £37.1m (including bursary grant income). The 2025/26 forecast generated an education specific EBITDA of £1,260k, a modest increase from the 2024/25 budget. The forecast assumed no increase in income from the 16-18 grant. • The forecast has been discussed in detail by the Finance and Resources Committee. Since that meeting the ESFA's mandatory CFFR forecasting model had been updated, for submission by 31 July. • There was a risk that the College could lose £97k as a result of the Condition of Funding ('COF') tolerance reducing to 2.5%. The College was currently at 3.07%. This was part of the DfE's drive to ensure that all students continued to study maths and English up to the age of 18. A number of the students not achieving this COF were withdrawn students who may not have attended either maths or English in their first 42 days. In 2026/27 the tolerance for non-achievement of this COF would reduce to 0% potentially resulting in a further reduction in income. <p>Action: The Chair & P&CEO to challenge the decrease in the tolerance threshold for funding students who did not continue to study English and maths until the age of 18 with the DfE at the next Case Conference</p> <ul style="list-style-type: none"> • Another key factor in the forecast was the anticipated proportion of 16-18 versus adult students. 16-18 students were funded at a significantly higher rate. • The College's CFFR Financial Health scores were calculated as 180, 200 and 220 for 2023/24, 2024/25 and 2025/26. The score of 180 has been widely reported to Board through the monthly Management Accounts. However, the CFFR model was pulling through an automated score of RI for 2023/24, despite the top score for RI being 170. The College would be self-certifying as Good as cash reserves were forecast to continue to be over £8m. <p>Action: VPF&R to speak to Anna Fitches from the FEC about the anomaly in the CFFR model that could mean the College receiving an RI financial health score in 2023/24</p> <p>The Corporation APPROVED the 2023/26 Forecasts</p>
7.	<p>AUDIT/RISK</p> <p>i Audit Committee Chair's Report</p> <ul style="list-style-type: none"> • The Chair of the Audit Committee reported that the Committee had received an advisory internal audit report on GDPR. The report did not include any high level recommendations. However, staff training was identified as an area where further work was required. A number of recent internal audits, such as safeguarding, had identified staff training as an issue. The Committee also received a follow up report on the outstanding recommendations from internal audits conducted in 2022/23. Good progress had been made in implementing these recommendations. • The Committee received the ESFA funding assurance report from Mazars. This report was based on 2022/23 learner records. The funding audit covered the 16-19 grant, Apprentices, Adult Learner Loans and AEB (which included subcontracted provision). In each area the error rate was less than 5%, which led to an overall Satisfactory conclusion on the use of funds.

- The Committee had also reviewed the internal audit plan for 2024/25 and the associated fee and the external audit strategy for 2023/24 and the associated fee and the amended risk management policy.
- The College would be going out to tender for its external audit services.

The Corporation **DISCUSSED** the Audit Committee Chair's Report.

ii Internal Audit Plan 2024/25

- The VPF&R presented the internal audit plan for 2024/25. This included an audit of the College's compliance with the College Financial Handbook, which came into force on 1 August 2024. Challenging areas of the College had been prioritised in within the plan.

The Corporation **APPROVED** the internal audit plan for 2024/25 and the associated fee of a maximum of £34,700 + VAT for 48 days, an increase of 8.6%.

iii External Audit Strategy 2023/24

- The VPF&R reported that a number of risk areas had been identified in the External Audit Strategy for 2023/24, in view of the substantial deficit in 2023/24. These included financial health, going concern and bank covenants.
- The Audit Committee had questioned the reasons for the six percent increase in the fee. This related to the salary increases needed to address significant challenges in recruiting and retaining external audit staff.
- The Chair thanked the Chair of the Audit Committee and colleagues for their work.

The Corporation **APPROVED** the external audit strategy for 2023/24 and the associated fee of a maximum of £32,860 + VAT

iv Strategic Risk Register June 2024

- The VPF&R reported that The Audit Committee had reviewed the risks from the 2023/24 Strategic Risk Register. The titles of two risks had changed (R1 and R11), one risk had increased to medium (R1) and one had reduced to Low (R3).
- Risk 1 had been redrafted as the Ofsted inspection would not take place until autumn 2024. Risk 1 now addressed the risk of not attaining a Good outcome (rather than R1); the risk had been assessed as Medium.
- Risk 11 now included the risk of not meeting new curriculum needs. These included moving from Moodle to Teams and implementing quality systems improvements. The risk scoring remained low as the teams involved had the capacity to support these changes. AI might also be introduced with the aim of reducing teachers' workloads.
- Risk 3 had reduced to low as both Board members and staff were now heavily involved in developing the new strategic plan.
- The Chair stated that there was an ongoing action for the Board to have a further opportunity to challenge the risks and the associated mitigations within the strategic risk register.

The Corporation **DISCUSSED** the updated Strategic Risk Register.

<p>8.</p>	<p>GOVERNANCE</p> <p>i. Annual Governance Conversation (AGC)</p> <ul style="list-style-type: none"> • An AGC between the Board and the Executive to agree the key areas that the Board and its Committee should focus on in the coming year had been a recommendation from the External Governance Review. The DoG explained that the AGC had been delayed until the meeting on 11 September 2024 because of the length of the agenda for this meeting • The DoG asked Governors and the Executive to put forward possible topics for discussion. <p>Action: DoG to send round a reminder asking for suggestions for the Annual Governance Conversation at the next Board meeting</p> <p>ii. Search and Governance Committee Interim Chair’s Report</p> <ul style="list-style-type: none"> • The Interim Chair of the Search and Governance Committee reported that as well as considering a summary of the Chair’s review, the Committee had also discussed the themes from the individual Governor reviews. Two themes had been raised consistently over a number of years. These were reducing the length of papers and less verbal input from staff at meetings and the desire for Governors to have the opportunity to get to know each other better. However, some Governors did report that papers had improved this year, particularly for some of the Committees. • New themes from Governor reviews included improving the diversity of the Board, the need for a greater understanding of the Ofsted framework (particularly for new Governors), the increased time commitment and the need for more time for discussions/ a more collaborative style of working • The Committee also discussed a number of other items which were on the agenda for this meeting including adopting the AoC Further Education Code of Good Governance, the revised Governing Body membership statement and the recruitment of new External Governors. <p>The Corporation DISCUSSED the Search and Governance Committee Chair’s Report.</p> <p>iii. Revised Governing Body Membership Statement</p> <ul style="list-style-type: none"> • The DoG thanked Terrance James, the Link Governor for EDI, who had undertaken a review of the membership statement in the context of the Equality Act 2010. • The revised statement emphasised equal opportunities and diversity while removing references to specific numbers of members from particular groups. Given the more general principles in the revised statement formal legal advice had not been taken. <p>The Corporation APPROVED the revised Governing Body Membership Statement</p> <p>iv. Adoption of the AoC Further Education Code of Good Governance</p> <p>The Board NOTED the assessment of the College’s compliance with this code and AGREED that any additional actions should be incorporated into the revised improvement plan for 2024/25 and ADOPTED the AoC Further Education Code of Good Governance</p>
<p>9.</p>	<p>ANNUAL POLICY UPDATES 2024/25</p> <p>i. Reserves Policy</p>

	<ul style="list-style-type: none"> This was a new policy, which was a requirement of the College Financial Handbook. The policy would be reviewed annually. <p>The Corporation APPROVED the Reserves Policy.</p> <p>ii. Fees Policy</p> <ul style="list-style-type: none"> The VPF&R explained that the majority of the amendments related to changes in the GLA funding rules. Fees for HE students would increase from £6,000 per year to £7,500 per year for a full time student and part time HE courses would increase from £3,000 a year to £3,750 from 2025. The HE fee increases were subject to the Office for Students approving the College's Access and Participation Plan. <p>The Corporation APPROVED the amendments to the Fees Policy.</p> <p>iii. Risk Management Policy</p> <ul style="list-style-type: none"> The VPF&R reported that the Board that student experience was now included within the risk appetite section of the policy as part of the curriculum risk. Student experience was considered by Ofsted as part of their inspections. <p>The Corporation APPROVED the amendments to the Risk Management Policy.</p>
10.	<p>FOR INFORMATION PAPERS</p> <ul style="list-style-type: none"> iv. Item 3.ii HR Strategy Appendix A v. Item 6.iii Forecast 2023/2026 Appendices A-D vi. Item 7.iv Strategic Risk Register (in full) Appendix B vii. Item 8.iv Compliance with AoC FE Code of Governance 2023 Appendix A viii. Item 9.i Reserves Policy ix. Item 9.ii Fees Policy x. Item 9.iii Risk Management Policy <p>The Corporation NOTED the papers provided for information. No questions had been submitted prior to the meeting.</p>
11.	<p>ANY OTHER BUSINESS</p> <ul style="list-style-type: none"> There were no items of other business
12.	<p>POST MEETING EVALUATION</p> <ul style="list-style-type: none"> This would take place at the end of the Part 2 meeting
13.	<p>DATE OF NEXT MEETING</p> <p>Wednesday 11 September 2024 6.00pm – 8.00pm at the Croydon Campus</p> <p>The DoG reported that the Board meetings scheduled for 16 October 2024 would be cancelled.</p> <p>ACTION: DoG to cancel the Board meeting scheduled for 16 October 2024.</p>

Signed:

Date: