

**MINUTES OF THE PART I MEETING OF THE CORPORATION HELD 12  
DECEMBER 2016**

Present: Mr Robert Hails (Chair)  
Mr Michael Jones  
Mr Nuweed Razaq (Principal)  
Cllr Chris Wright  
Mr Mark Coleman  
Ms Yvonne White  
Mr Andrew Booth  
Ms Sharmin Joarder

In Attendance: Mr Richard Beales (Deputy Principal)  
Mr Steve Gooch (Deputy Principal)  
Ms Kim Saw (Director of Finance)

**APOLOGIES, QUORACY & DECLARATION OF INTERESTS**

28. Apologies were received from Mr Del Attah, Ms Phidelma Keating and Ms Rachel Mohabir. It was confirmed the meeting was quorate. Robert Hails, Michael Jones and Mark Coleman declared an interest in their capacity of being members of the Corporation of Reigate College. Councillor Chris Wright declared his interest of being an elected member of Croydon Council.

**MINUTES**

29. It was **RESOLVED** that the minutes of the Coulsdon Corporation meeting held 26 September 2016 (Paper 1) be approved as an accurate record of the meeting and to authorise the Chair to sign the minutes.

**SUMMARY ACTION LIST & MATTERS ARISING**

30. The ‘*Summary Action List*’ was received and the following updates against each outstanding action point were noted:

<b>MINUTE</b>	<b>ACTION</b>	<b>PROGRESS UPDATE PROVIDED AT THE MEETING 12/12/2016</b>
5	The Chair to provide a progress update following the two termly meetings with the Federation consultant at the December Corporation meeting.	It was confirmed this was agenda item at this meeting
7	Student Satisfaction Survey Results: The Corporation agreed to refer this to the Planning & Performance Committee	Surveys were subject to review by the P&P meeting held 14/11/2016.

	for a more thorough analysis and review.	
12	Progress reports on underperforming courses to be presented to the Planning and Performance Committee each term.	Discussed under the agenda item 'Self Assessment Report' and 'Quality Improvement Plan' at the P&P meeting held 14/11/2016.
17	The tension between cashflow and costs requires more detailed discussion by the Finance & General Purposes Committee with discussions needed on what are the priorities and how can the allocation of sparse resources be made available to support the priorities.	To be an item for discussion at the Finance & General Purposes Committee meetings
23	The new Principal to make a presentation on his vision for the College at the December Corporation meeting.	Agenda item 12 at this meeting.

31. It was **RESOLVED** to note the '*Summary Action List*'.

#### **GOVERNOR RESIGNATION & MEMBERSHIP UPDATE**

32. The Chair announced the recent resignation from the Corporation of Mr Ian Fortune and the Chair and governors placed on record their sincere appreciation of the contributions made by Ian during his tenure of office.

33. To restore the agreed ratio of Reigate governors in the membership of the Coulsdon Corporation, the Chair confirmed arrangements are in hand to seek two governors from the Reigate Corporation to join the Corporation.

#### **AREA REVIEW RECOMMENDATION**

34. The Chair confirmed this agenda item is to be deferred to the later confidential agenda item.

#### **FEDERATION UPDATE**

35. The Chair made available a Federation update and reported on the two review meetings he has held with the consultant, David Alderman, who has been tasked to provide an oversight to ensure effective communications and actioning on federation matters between the senior executive members of both Colleges.

36. The Consultant advised that a formal framework describing the aims and objectives of the Federation should be approved by the Corporations of Reigate College and Coulsdon College. Once approved, the framework should become a public document to inform staff, students, parents and stakeholders of the aims and objectives of the Federation.

37. The following key points were noted from the framework presented:

The Federation Framework aims to:-

- Provide an overarching account of the Federation between Reigate and Coulsdon Colleges
- Summarise the structures and relationships which define the Federation as it operates at the moment
- Provide a simple and clear summary which explains the Federation for the benefit of staff, governors, students of both colleges – and for outside agencies and stakeholders
- Put the principles and operation of the partnership between the two colleges on a more formal footing

The Federation between Reigate College and Coulsdon College is a voluntary arrangement based on the common consent of the Corporations of both Colleges. In this context the aims of the Federation are as follows:-

- To ensure that Reigate and Coulsdon Colleges working together in the north east Surrey and Croydon areas continue to be successful in offering students the best educational experience and opportunity in the area on the basis of high quality specialist 16-19 sixth form college education
- Reigate College to support Coulsdon College to help it increase its student numbers back up to at least the levels it was achieving in 2010 when student numbers were c.1300 students, thereby securing financial security
- Both Colleges to work in tandem – sharing good practice, developing common approaches, pooling resources as appropriate - to increase market share of 16-19 students in the north east Surrey and Croydon areas in competition with academies, schools and other colleges.
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38. Following review, it was **RESOLVED** to approve the Federation Framework as an articulation of where the Federation is now at this point in time.

## **PRINCIPAL PRESENTATION**

39. At the last meeting of the Planning & Performance Committee, the Principal talked to the Committee on his observations since joining the College in October. The Chair invited the Principal to present his observations to the Corporation, as it would be useful for all governors to hear his thoughts.

39. The Principal circulated the latest draft of the Development Plan that outlined eleven areas for improvement. These were:

- Improve the consistency and quality of teaching and learning
- Quality Improvement Plan – To undertake a complete re-write to ensure all targets are SMART and for reviews to record specific progress to date and to identify what is still outstanding
- Ofsted Preparation
- Improve consistency in managing curriculum areas
- Tutorial programme – to develop an appropriate pastoral curriculum for the different cohorts of Level 2 students, lower sixth students and upper sixth students
- Work experience – develop a plan to ensure BTEC students take part in a formal work experience

- Federation meetings – reinvigorate the Federation partnership by introducing at least half termly meetings with respective SLT manager counterparts across both colleges
- Review of the SLT structure and to ensure all members of SLT have their own teaching timetable
- Staff absence – conduct a full review of individual staff absence levels
- Student numbers: Review the reasons why students who started had left the college; identify the reasons for the lower conversion between Year 12 and Year 13 cohorts; maximise student funding by ensuring all students are on 540+ hours
- Review student target setting

40. Against each of the identified areas for improvement, the Principal provided an update on progress made to date as of 12 December 2016.

41. It was **RESOLVED** to note the Development Plan and the updates provided against each area identified for improvement.

42. It was further **NOTED** the areas for improvement identified in the Development Plan would be assimilated into the Quality Improvement Plan, and the QIP, once approved by the Corporation, will be subject to on-going review at each meeting of the Corporation.

## **DATA DASHBOARD**

43. The College report '*Data Dashboard*' was received (Paper 3). It was confirmed that the '*Data Dashboard*' would continue to be a standing agenda item at all Corporation meetings. The data dashboard made available a RAG rated assessment against each target to enable governors to monitor performance against agreed targets.

44. It was **NOTED** that the majority of 'Amber' assessment reported in the dashboard were subject to actioning through the Development Plan presented by the Principal.

45. It was **RESOLVED** to note the '*Data Dashboard*'.

## **RISK MANAGEMENT**

46. The College report '*Risk Management*' was received (Paper 4). The Corporation has been assigned the following four critical risks to monitor:

- **Student Recruitment:** additional management actions have been approved by Planning and Performance ie revise conversion rates used in planning; identify possible reasons for marginal declines to inform improvement plans for key progression and recruitment activities and marketing
- **Quality targets:** as approved by Planning and Performance, College leaders will continue with the actions as outlined in the Risk Management Action Plan in order to secure future success
- Failure to maintain and develop the benefits of the **Federation with Reigate College**
- Failure to **recruit, manage and retain high performing staff** – both teaching and support - resulting in poor success rates

47. The first two risks are assigned in partnership with the Planning & Performance Committee and it was noted that the Committee had conducted a thorough review of the risk management action plan to mitigate against these two risks.

48. The Corporation conducted a review of the remaining two critical risks and the associated risk management action plan, and **AGREED** that there was no need to take any further actions to reduce these critical risks over and above the actions stated in the risk management action plan.

49. It was **RESOLVED** to note the '*Risk Management Report*'.

## **REPORT FROM THE PLANNING & PERFORMANCE COMMITTEE**

50. The draft minutes/report from the meeting of the Committee meeting held 14 November 2016 (Paper 5) were received, and the Committee reviewed the following:

- Recruitment Update
- Success Report
- College SAR
- College Quality Improvement Plan
- Attendance Report
- Teaching, Learning & Assessment
- Staff/Student Surveys
- Staff Development Plan

51. The Chair confirmed that at their meeting, the Planning & Performance Committee could not recommend for Corporation approval the College Self Assessment Report (SAR) 2015/16 (Paper 6) as the final moderation meeting had not taken place. This was purely a timing issue. The Committee agreed to formally approve the SAR (and recommend its approval by the Corporation) on receipt of the final SAR following the final moderation meeting.

52. There was, however, a minor procedural matter, as the final moderation meeting had just been completed and the final draft of the SAR had not been circulated to members of the Planning & Performance Committee as agreed, so technically, there is no formal minute from the Committee recommending the SAR to the Corporation for approval.

53. The Deputy Principal provided a further update. He confirmed that as requested by the Planning & Performance Committee, he and the Principal had met with each of the remaining seven Departments to moderate their proposed grades as the Committee wanted assurance that these grades were accurate and could be substantiated.

54. The Deputy Principal confirmed It was extremely useful to have the Principal's involvement as a trained inspector and someone who has recently been through a short inspection. Both the Principal and Deputy Principal confirmed the grades which are presented in the College SAR on all but Visual Art, where the grade for Outcomes for Learners moved from a grade 3 to a grade 2 (reflecting the comparative size of the more successful BTEC provision).

55. Subject to formal confirmation from the members of the Planning & Performance Committee that they are content with recommending the final SAR to

the Corporation for approval (to be done via email), it was **RESOLVED**, on receipt of such confirmation, to approve the College SAR 2015/16.

56. It was **AGREED** to defer the review and approval of the Quality Improvement Plan (Paper 7) to the next meeting, as further work is required on the Quality Improvement Plan as indicated in the Development Plan considered earlier in the meeting.

57. The Deputy Principal made available a short presentation on Ofsted preparation and the expectation of governors as and when the inspection takes place.

#### **REPORT FROM THE FINANCE & GENERAL PURPOSES COMMITTEE**

58. The draft minutes/report from the Part I meeting of the Committee held 14 November 2016 (Paper 8) were received. Also received, for information purposes, were the Management Accounts for the period up to 30 September (Paper 9) that had been subject to a thorough review from the Committee.

#### **REPORT FROM THE AUDIT COMMITTEE**

59. The Chair of the Committee presented the draft minutes/report from the Part I meeting of the Committee meeting held 21 November 2016 (Paper 10). In addition to the Financial Statements, the Committee reviewed in detail the Annual Report 2014/15 from the Audit Committee to the Corporation and Chief Accounting Officer (the Executive Principal) (Paper 10).

#### **ANY OTHER BUSINESS**

60. There was no other business.

#### **DATES OF NEXT MEETING**

- Strategic Board Meeting Monday 06 March 2017
- Board meeting Monday 13 March 2017

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

#### **SUMMARY ACTION LIST**

<b>MINUTE</b>	<b>ACTION</b>	<b>REVIEW</b>
42	The areas for improvement identified in the Development Plan would be assimilated into the Quality Improvement Plan, and the QIP, once approved by the Corporation, will be subject to on-going review at each meeting of the Corporation.	13/3/17
56	To defer the review and approval of the Quality Improvement Plan (Paper 7) to the next meeting	13/3/17
	DBS checks and Child protection	13/3/17

	briefing	
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