

**MINUTES OF THE MEETING OF COULSDON COLLEGE  
CORPORATION HELD ON 16 MARCH 2015**

Present: Mr Robert Hails (Chair)  
Mr Michael Jones (Vice Chair)  
Mr Chris Wright  
Mr Ian Fortune  
Mr Del Attah  
Mr Paul Brightly-Jones  
Mr Andy Booth  
Mr Mark Coleman  
Ms Yvonne White  
Mr Pius Ofori  
Mr Steve Oxlade (Executive Principal)  
Mr Brett Freeman (Principal)

In Attendance: Mr Jon Allen (Clerk)  
Ms Kim Saw (Director of Finance)  
Mr Steve Gooch (Assistant Principal)  
Mr Richard Beales (Assistant Principal)

**APOLOGIES, QUORACY & WELCOMES**

70. Apologies were received from Ms Jennifer Tindle. The Clerk confirmed the meeting was quorate. A welcome was made to Mr Andy Booth who was attending his first Corporation meeting.

**DECLARATION OF INTERESTS**

71. The interests of Steve Oxlade, Michael Jones, Robert Hails, Ian Fortune and Mark Coleman were declared given their membership of the Corporation of Reigate College.

**MINUTES**

72. It was **RESOLVED** to approve the following minutes as an accurate record of the meetings and to authorise the Chair to sign;

- (i) Minutes of the Corporation meeting held 08 December 2014; and
- (ii) Minutes of the Strategy meeting held 10 March 2015.

**MATTERS ARISING**

73. There were no matters arising from the minutes.

## **REIGATE SEARCH COMMITTEE MEETING & GOVERNOR APPOINTMENTS**

74. The Chair reported on recent interviews conducted by the Reigate Search Committee for the two vacancies on the Coulsdon Corporation. It was confirmed that two governor appointment recommendations are being put to the Reigate Corporation for approval. The recommendations are to appoint Ms Sharmin Joarder and Dr Phidelma Lisowska with Sharmin being a member of the Audit Committee and Phidelma being a member of Planning & Performance.

## **STRATEGY MEETING**

75. The document '*Mission, Strategic & Annual Objectives*' for Coulsdon College that was subject to review, analysis and approval at the Strategic Planning meeting held 10 March 2015 was received and **NOTED**.

76. The Chair confirmed that on hindsight it was not a good arrangement to have held the strategy meetings for Coulsdon Corporation and Reigate Corporation on the same evening with one meeting following on from the other. This arrangement limited the time available for debate and discussion. Next year two separate meetings, on separate dates, would be arranged.

77. The Chair confirmed that in his view the process followed for determining the strategic direction of the College was a sound one and a similar process had been followed successfully at Reigate. The process starts with the SWOT and PESTLE analysis that is circulated to governors for comment, and, following receipt of comments, the Executive Principal and SLT draft the Mission and the Strategic & Annual Objectives which are circulated in advance of the meeting. At the strategy meeting any major themes are identified by the Executive Principal – these are discussed together with any other issues raised by members and then the Mission and the Strategic and Annual Objectives (with any amendments in the light of the discussion) would normally be approved.

## **FEDERATION UPDATE**

78. The Executive Principal confirmed that the 'Control' and 'Dominant Influence' issues that have led to the accounts of Reigate College having been 'qualified' for the last two years is subject to further discussion at the Reigate Corporation meeting on 17 March 2015 with the aim of removing any requirement for this 'qualification'. Outcomes arising from this meeting will be subject to further discussion at the joint Corporation meeting scheduled to be held in May.

## **DATA DASHBOARD**

79. The College report '*Data Dashboard*' was received (Paper 2). This '*Data Dashboard*' is a standing agenda item at all Corporation meetings.

80. The Dashboard included a RAG (Red/Amber/Green) rated assessment to highlight key issues or changes to enable governors to monitor performance against agreed targets. The following progress updates were noted:

- Updated sections were highlighted in yellow with confirmation given that there has been little change in assessments from those received

at the last Corporation meeting

- Updates to UCAS points data from DFE table show continued progress.
- Updated numbers in Funded Learners in Table 3 are below floor target.
- Operating Surplus and Cash Balance Figures are not yet ready to update table 6, however it was noted and welcomed that the anticipated loss of £9.3k by the Refectory is now anticipated to be a £1k profit.

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

## **ANNUAL REVIEW OF SAFEGUARDING & CHILD PROTECTION**

82. The College report '*Annual Review of Safeguarding & Child Protection Arrangements*' was received (Paper 3). Guidance documentation has been issued by the Government confirming the necessary actions required by Governing Bodies to enable them to discharge their responsibilities outlined in the Children's Act.

83. The College report listed all of the required actions supported with a commentary confirming the College's current arrangements.

84. The Corporation welcomed confirmation given in the report that appropriate child protection procedures were followed in the small number of disclosures and allegations received during the year.

85. It was **RESOLVED** to:

- (i) Approve the revised 'Child Protection';
- (ii) Note the annual report: and
- (iii) Schedule the next annual review to take place in March 2016.

86. It was **AGREED** for the Principal to confirm to the Corporation details of who will be responsible for safeguarding following the departure in May of Karen Coles, the current nominated senior college manager with responsibility for safeguarding.

87. Assurances were sought on safeguarding training for governors and the Principal agreed to confirm at the next meeting details of safeguarding training undertaken by governors, and when, and the plans for future safeguarding training of governors.

## **NEW APPROACH TO GOVERNOR LINKS**

88. The report '*New Approach to Governor Links*' was received and presented by the Principal (Paper 4). The aim of the new approach is to establish an informal method by which Governors can more easily experience aspects of the day-to-day functioning of the College. The proposed approach allows considerable flexibility in terms of the timing and content of visits.

89. The following key changes were noted with the proposed new approach:

- Governors and College staff have limited time to engage in link-activities. The College Staff will oversee an informal approach to

Governors visits to the College and every attempt will be made to meet the needs of Governors in respect to accommodating their visit.

- In the first full Corporation meeting of the year Governors will be asked to submit dates with time-frames to the Principal's PA so that they might make a visit to the College within the academic year. They may also wish to specify what they would like to see during their visit.

Some guidance may be offered to the Governor in order to avoid duplication of visits to particular areas

- Governors would not normally expect to receive any documentation in advance, unless specifically requested
- Governors may wish to see a group of students or staff in order to learn about aspects of College life – *but again not to take an inspectoral approach.*
- The Principal and PA will co-ordinate the visit on the day.
- No formal reporting will be made, but a record will be kept of Governor visits and the areas of College activity seen.

90. It was **RESOLVED** to approve the new approach to Governor Link visits and to confirm in the annual schedule of business that arrangements for governor link visits to be an agenda item at the first Corporation meeting of the academic year.

#### **PLANNING & PERFORMANCE COMMITTEE**

91. The draft minutes/report from the meeting of the Planning & Performance Committee meeting held 23 February 2015 (Paper 6) The Committee reviewed the following:

- KPI Update
- College Quality Improvement Plan
- Progress Against Minimum Target Grades
- Success Report
- Attendance Report
- Teaching, Learning & Assessment
- Student Surveys
- Student Progression & Destination
- Staff Development Plan 2014/15

92. It was **RESOLVED** to note the minutes.

#### **QUALITY IMPROVEMENT PLAN (QIP)**

93. The College 'Quality Improvement Plan' (QIP) was received. The College QIP takes forward the actions from areas for improvement identified during Ofsted Inspections and the College's self-assessment activities. The QIP is now presented with around three key strands: outcomes; quality of provision and teaching, learning & assessment; and leadership and management.

94. It was confirmed the majority of targets run through the whole academic year and progress to date is as expected for this time of year. No issue of concern on the implementation of the QIP against agreed deadline targets was reported by the Committee for the attention of the Corporation.

95. It was **RESOLVED** to note the '*Quality Improvement Plan*'

## **FINANCE & GENERAL PURPOSES COMMITTEE**

96. The draft minutes/report from the meeting of the Finance & General Purposes Committee held 09 February 2015 were received (Paper 7) along with the proposed '*Tuition Fee Policy 2015/16*' (Paper 8) for Corporation approval. The Committee reviewed the following:

- Management Accounts
- Loan Facility
- 3 Year Review of Payroll Costs
- Tuition Fee Policy 2015/16
- Accommodation & Estates

97. The minutes confirmed the following from the Management Accounts:

- Losses before non – cash items for November & December £178k and £170k respectively (YTD actual loss £272k vs. YTD budgeted loss £256k).
- Retained loss (after deduction of depreciation and release of capital grants) for November & December £189k and £181k respectively (YTD actual loss £327k vs. YTD budget loss £324k).
- Financial health grade is good as at December 2014 and July 2015 respectively.
- Bank & Cash and Investments as at 31 December £3,149k, £287k more than the budgeted figure of £2,862k due to:
  - Brought forward balances at 31 July 2014 were £88k higher than forecast in the 2015 budget, and;
  - the profile of actual receipts and payments differs to that used in the budget.
- Projected cash balances at 31 July 2015 are £2,418k vs. budget of £2,279k.

98. It was **AGREED** to make available at each Corporation meeting a copy of the Management Accounts considered at the F&GP Committee.

99. It was **RESOLVED** to:

- (i) Approve the '*Tuition Fee Policy 2015/16*'; and
- (ii) To note the minutes of the Finance & General Purposes Committee meeting held 09 February 2015.

## **AUDIT COMMITTEE**

100. The draft minutes/report from the meeting of the Audit Committee held 02 March 2015 were received (Paper 9). The Committee reviewed the following:

- Internal Audit Arrangements 2014/15
- Update on Management Points
- Risk Management and Board Assurance
- Performance Review of External Auditor

101. An update was provided on the outcomes arising from the recent meeting held between the risk champions at Coulsdon College and Reigate College to discuss risk management and board assurance arrangements at both Colleges. The Assistant Principal outlined the dual approach to be taken. This will involve in the first instance conducting a mapping exercise to identify the sources of assurances against key operational areas/strands of the business of the College and to make judgements on whether the sources of assurance are sufficient to enable the Audit Committee to form an opinion on the operation of internal controls (Board Assurance Framework).

102. It was agreed that all the Committee's of the Corporation should be engaged in this process, and for those key operational areas/strands of the business of the College that fall under the Committee's terms of reference, for the Committee to make an assessment on whether the sources of assurances are fit for purpose or if any gaps have been identified. These assessments to be reported to the Audit Committee to help enable the Audit Committee to form an overall opinion on internal controls before they recommend the year-end accounts to the Corporation for approval. The new arrangements to be confirmed in a revised Risk Management Policy that the Corporation will be asked to approve at the July Corporation meeting.

103. The second aspect of the proposed dual approach will be to complete a Risk Register (Excel Spreadsheet). Against each risk identified in the Risk Register, with a link between the risk and the sources of assurance outlined in the Board Assurance Framework. The Risk Register will include dates of review and next actions.

104. It was **RESOLVED** to note the minutes of the Audit Committee meeting held 02 March 2015.

**ANY OTHER BUSINESS**

105. As the student governor would not be in attendance at the July Corporation meeting, the Chair, on behalf of all governors, thanked Pius (and his alternate who had attended some meetings) for his contributions at Corporation meetings and Planning & Performance Committee meetings. Governors wished Pius well for his studies at the University of Surrey.

**DATE OF NEXT MEETINGS**

106 Joint Coulsdon/Reigate Governor Social & Training meeting Tuesday 05 May 2015 at Reigate College and the Corporation meeting on Monday 06 July 2015 at 6pm.

The meeting closed at 19.00.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
(Chair)

**Action Points:**

**Minute 77:** Next year two separate strategy meetings, on separate dates, to be arranged and the Clerk to include this in the annual cycle of business for 2015/16.

**Minute 86:** Principal to confirm to the Corporation details of who will be responsible for safeguarding following the departure in May of Karen Coles, the current nominated senior college manager with responsibility for safeguarding.

**Minute 87:** Principal to confirm at the next meeting details of safeguarding training undertaken by governors, and when, and the plans for future safeguarding training of governors.

**Minute 90:** Clerk to confirm in the annual schedule of business that arrangements for governor link visits to be an agenda item at the first Corporation meeting of the academic year.

**Minute 98:** Director of Finance to make available at each Corporation meeting a copy of the Management Accounts considered at the F&GP Committee.

**Minute 102:** College's Risk Champion to make available for approval at the next Corporation meeting the revised Risk Management Policy