

**MINUTES OF THE MEETING OF COULSDON COLLEGE CORPORATION
HELD ON 26 SEPTEMBER 2016**

Present: Mr Robert Hails (Chair)
Mr Michael Jones
Cllr Chris Wright
Mr Del Attah
Mr Mark Coleman
Mr Andy Booth
Ms Sharmin Joarder
Mr Brett Freeman
Ms Phidelma Keating
Ms Yvonne White
Mr Ian Fortune
Ms Rachel Mohabir

In Attendance: Mr Jon Allen (Clerk)
Mr Richard Beales (Assistant Principal)
Ms Kim Saw (Director of Finance)
Mr Gabriel Karpal (Student Observer)

APOLOGIES, WELCOMES, & QUORACY

1. There were no apologies. The Chair welcomed to the meeting the student governor, Ms Rachel Mohabir and her colleague, Mr Gabriel Karpal (President of the Student Union), who would be accompanying her to governor meetings. It was confirmed the meeting was quorate.

DECLARATION OF INTERESTS

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

MINUTES

3. Subject to amending the agreed pay award to be awarded from 01 September 2016, it was **RESOLVED** to approve the minutes of the Corporation meeting held 04 July 2016 as an accurate record of the meeting and to authorise the Chair to sign.

MATTERS ARISING

4. The only action point from the previous meeting was to confirm the appointment of the Vice Chair. It was agreed to have two vice chairs in post. It was

RESOLVED to appoint Ms Sharmin Joarder and Mr Del Attah to be the Vice Chairs for the period 01 August 2016 to 31 July 2017.

FEDERATION UPDATE

5. The Principal, via his presentation, provided an update on federation matters. The Principal confirmed that initial meetings have been held between the Principal and the Chief Executive at Reigate College himself, and the consultant who has been tasked with providing an oversight to ensure effective communications and action on federation matters between the senior executive members of both Colleges. The Chair reported that he would be meeting with the consultant later in the term in what will be the first of two progress meetings to be held each term. The Chair will provide a progress update, following the two meetings, with the consultant at the December Corporation meeting.

DATA DASHBOARD/MONITORING OF COLLEGE PERFORMANCE

6. The Data Dashboard report was received. The following summaries were noted:

- Table 1: results update – across the board there are good improvements and achievement even though the College didn't meet the ambitious targets set at the beginning of the year (full report under agenda item 6)
- Table 2: retention & progression targets - value added ALPS scores improved and achieved the targets set for A2 and AS; the downturn in the ALPs score for BTEC, where we saw a significant increase in high grades, has been replicated across most S7 Colleges and reflects the rebasing of the benchmarks by ALPS.
- Table 3: Current enrolments (verbal update to be given under agenda item 7)
- Table 5: Satisfaction Targets - a report will be presented to Planning and Performance Autumn meeting
- Table 6: Financial Targets - this will be reviewed at Finance and General Purposes Autumn meeting

7. Concerns were raised, and assurances sought, on the decline last year on the outcomes from the student satisfaction survey. Student satisfaction had declined from 89% in 2014/15 to 81% for 2015/16 and was well below the target set of 90% student satisfaction. The Principal reported there were both timing and methodology issues that required a change in approach to student survey participation and that a full report on this would be made available at the next meeting of Planning & Performance Committee. The Corporation agreed to refer this to the Planning & Performance Committee for a more thorough analysis and review.

8. It was **RESOLVED** to note the '*Data Dashboard*' and for the minutes to record that the Corporation has a medium level of assurance, as the detail of the student survey outcomes have yet to be reviewed by the Planning & Performance Committee. The medium level of insurance is, therefore, a timing issue.

A2, AS & BTEC RESULTS

9. Before reviewing the report, the Chair confirmed that the detail of the examination results would be subject to a thorough review at the next meeting of the

Planning & Performance Committee. The Chair, therefore, advised Members to focus their discussions on the high level results, leaving the detail to the Planning & Performance Committee.

10. The Corporation noted and welcomed the following positive outcomes:

- Overall success rates have increased by 3.5% and, once again, are above the national average. There have been improvements within nearly every qualification measure i.e. retention, achievement, success and high grades.
- A Level achievement is at 99% for the third year running (having been 92% in 2013).
- AS achievement and success rates have improved although there are still small gaps with the national average.
- High grades have increased on both A2 and AS with stronger value added in several subjects (A Level remains at ALPS 5; AS remains at ALPS 4; a few subjects achieved ALPS 2 and 3).
- BTEC Level 3 success remains significantly above the national average with a significant improvement in high grades with ALPS at a high 5.
- Level 2, overall, saw the biggest improvements across the College, with retention increasing by 4.6%; achievement increasing by 3.1%; resulting in a 7.1% improvement in success rates.
- With the improvements in success rates, there are now no significant gaps for females or males and very few gaps across ethnic groups when compared to national averages for their peers in Sixth Form Colleges.

11. The key challenges for 2016/2017 are to ensure that any under-performing subjects or programmes (e.g. poor success rates e.g. below 80% and low ALPS scores e.g. below ALPS 6) receive intrusive scrutiny and intense support: Chemistry; Computing; Economics; Fine Art; Geography; Psychology; Drama and Theatre Studies; along with English GCSE and Vocational Business.

12. The Committee welcomed the assurances given that College leaders have instigated a robust mechanism of intrusive monitoring and scrutiny. This is alongside intensive support for a handful of under-performing courses and that progress reports on these courses will be presented to the Planning and Performance Committee each term.

13. It was **RESOLVED** to note the report and for the minutes to record that the Corporation has a high level of assurance on the results achieved and on the special measures process to be followed to address under-performance with some courses.

ENROLMENT UPDATE

14. The Principal made available an update on current enrolment numbers against targets, and these were reported as follows:

- Intermediate enrolment of 133
- Lower Sixth enrolment of 534
- Upper Sixth enrolment of 365

15. The planned target for 2016/17 was to recruit 1,019 students and the current figure stands at 1,032. Enrolment has shown a year-on-year improvement, from 787 in 2014/15, to 914 in 2015/16, to 1,032 in 2016/17.

16. The presentation from the Principal provided an analysis on the budgetary implications of enrolment counts, with an analysis on forecast recruitment for 2017/18 and cashflow implications arising from both current and forecast enrolment counts. Working on a conservative base line of 1,020 students for 2016/17, the retained surplus would drop to £982k in July 2017. Assuming a conservative and unlikely growth of only 5% in student numbers in 2017/18, cashflow would be negative in December 2018. Assuming a 10% growth to 1,122 students in 2017/18, cashflow stays positive until at least July 2019. A 15% growth to 1,173 students would suggest improved cashflow over the year. The realistic expectation would be for growth to be between 10% and 15%.

17. It was reported that the cashflow forecasts presented assume no increase in expenditure on current levels and this financial austerity is squeezing some curriculum areas resulting in some larger class sizes. It was agreed that the tension between cashflow and costs requires a 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.

DRAFT INCOME & EXPENDITURE ACCOUNT (UNAUDITED) 2015/16

18. The draft, unaudited, Income & Expenditure Accounts 2015/16 were received and introduced by the Director of Finance. Against each variance listed in appendix 1, a detailed commentary was made available explaining the details and reasons for the variance.

19. It was noted that a full reconciliation will be taken to the next meeting of the Finance & Resources Committee if there are any changes between the figures reported to this meeting and the final figures in the year-end audited accounts.

20. The following headline points were noted:

- Deficit before non – cash items: Forecast loss before non- cash items at year end is £523k against a budgeted loss of £1,376k, and forecast loss of £622k.
- EBITDA for the year (£450k); this is the I & E measure included in the new calculation of financial health from 31 July 2016.
- Retained deficit (after deduction of depreciation and release of capital grants) for the year was (£673k) vs. the budgeted loss of (£1,557k) and forecast loss of (£779k).
- Financial health grade is Satisfactory as at the year-end.

- Bank & Cash and Investments £1,625k (including Amenities account of £98k), which is £65k more than the forecast figure of £1,583k and £754 better than the budget of £871k.

21. It was **RESOLVED** to note the draft, unaudited, Income & Expenditure Account 2015/16, and for the minutes to record the Corporation has a high level of assurance on the results achieved, subject to the final audited accounts being reviewed by the Finance & Resources Committee.

NEW PRINCIPAL & GOVERNOR APPOINTMENT

22. The planned arrangements for the induction of the new Principal were noted and welcomed.

23. Members requested that the new Principal be asked to make a presentation on his vision for the College at the December Corporation meeting.

24. Following the appointment of the Principal, it was **RESOLVED** to appoint Mr Nuweed Razaq to be a Governor of the Corporation from his commencement date and for the period of his tenure of office as Principal of the College.

ANY OTHER BUSINESS

25. The Chair, on behalf of the Corporation, placed on record the Corporation's sincere appreciation of the work of all staff and the senior management team in achieving the excellent results, reported to this meeting, on the college's 2015/16 outcomes, both academic and financial.

26. The Chair reported that he, and the Director of Finance, attended a meeting with representatives from the College's bank. As the bank had identified the College as being in 'special measures' from a financial perspective, in their terms, they have requested that they are sent monthly management accounts along with detailed cashflow forecasts.

DATE OF NEXT MEETING

27. Monday 12 December 2016 @ 1800.

The meeting closed at 19.25.

Signed: _____ Date: _____
(Chair)

SUMMARY ACTION LIST

MINUTE	ACTION	TARGET DATE
5	The Chair to provide a progress update following the two termly meetings with the Federation consultant at the December Corporation meeting.	12/12/16
7	Student Satisfaction Survey Results:	12/12/16

	The Corporation agreed to refer this to the Planning & Performance Committee for a more thorough analysis and review.	
12	Progress reports on underperforming courses to be presented to the Planning and Performance Committee each term.	12/12/16
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.	12/12/16
23	The new Principal to make a presentation on his vision for the College at the December Corporation meeting.	12/12/16