

MINUTES

MEMBERS: Jean Cook (Committee Chair)
Gordon Smith (Chair)
Caireen Mitchell (CEO and P)
Nigel Dias
Tom Hesmondhalgh
Christina Gasson

IN ATTENDANCE: Fadia Clarke (VPTSH)
Angela Edwards (VPE&Q)

INTERIM CLERK: Ra Hamilton-Burns

Timing: 18.00-20.00

	Item	Actions
1	<p>The Chair introduced Ra Hamilton-Burns as the interim Clerk for this meeting.</p> <p>Apologies for absence and Chair's introductions Gordon Smith had sent apologies.</p> <p>The Chair congratulated Caireen Mitchell and the College team on the successful completion of the merger with Coulsdon College at 00.01 on 12 February 2019. Caireen Mitchell responded that it had been a considerable amount of work and welcomed the very positive outcome for the communities of both Colleges. There is to be immediate investment in Coulsdon College such as the installation over half-term of 300 new computers to enrich the student experience. The Executive team is working on the curriculum planning for both colleges for 2019/20. She added that it is important to note that there aren't huge changes planned for either of the sites. A successful Teaching, Learning and Assessment (TLA) day had been arranged two weeks ago in order that teachers from both colleges could share good and developing best practice and the combined College will build on this work. The new College now has a total of 2,500 16-18 students.</p> <p>Governors asked for clarification about the roles and structure of the two Learning and Curriculum Committees and asked if there are two heads of learning reporting into Caireen Mitchell. She explained that Richard Beales, now the Sixth Form College Principal of Coulsdon College, has joined the executive team and he will focus on student experience and learning for Coulsdon. The corporate services at Coulsdon have been merged into the Croydon whole College team. There will be one quality framework</p>	

	<p>across the whole organisation lead by Angela Edwards and recruitment is underway for a Head of Learning and Quality. The College will be looking to focus on qualitative rather than compliance based planning going forward. The two committees will have scrutiny of the separate colleges and will report to the Board. This will be kept under review and there will be a dashboard for reports going forward.</p> <p>The Chair clarified that the papers for this meeting pertain to the Croydon College. She had met with Angela Edwards prior to this meeting and discussed the cycle of business for Learning and Quality for the coming year. Angela Edwards suggested that a whole College SAR would report to the Croydon LQC although Coulsdon LQC would have scrutiny of their own SAR.</p> <p>Governors commented that work would need to continue on the quality framework to ensure that each of the elements are reported in the most effective way. Caireen Mitchell agreed that the Executive Team will review this and report back to the LQC with suggested reporting frameworks.</p> <p>Terms of reference for the Committee A correction to the quoracy should read 40% to accord with the College's Instrument and Articles.</p> <p>AGREED: THE COMMITTEE AGREED TO ADOPT THE TERMS OF REFERENCE FOR THE LEARNING AND QUALITY COMMITTEE WHICH HAD BEEN USED AT THE SOVEREIGN COLLEGE AND AGREED IN JULY 2018.</p>	
2	<p>Declarations of interest There were none.</p>	
3	<p>Minutes of the meeting held on 14 November 2018</p> <p>AGREED: THE MINUTES OF THE MEETING HELD ON 14 NOVEMBER 2019 WERE AGREED AS A TRUE AND ACCURATE RECORD.</p>	
4	<p>Matters arising from the minutes not already on the agenda</p> <p>All actions were complete with the following exceptions:</p> <ul style="list-style-type: none"> 4. Stakeholder feedback is still awaited. This will be detailed in the papers. 9. A curriculum update will appear on future agendas 11. Angela Edwards has asked Julie Percival who had clarified that there had been no complaints from students about staff reported to the DBS. 12. Jean Cook said that the LQC self-assessment report on activity against the terms of reference had been useful but that she would welcome input from the Exec. team on how the impact of governance might be measured. Members were not sure if the report had been sent to the Audit Committee. 	<p>AE</p> <p>AE</p>
5	<p>Spring performance and quality update Jean Cook commented that the papers for this meeting were both succinct, evaluative and informative and thanked Angela Edwards for her work in producing them.</p>	

a	<p>Ofsted Education and inspection framework (EIF)¹</p> <p>Angela Edwards reminded the Committee that the new Ofsted EIF is still in consultation and that the suggested campus-based inspection proposal has been delayed until 2020. The issue about reducing staff workloads is an interesting one for discussion and the proposal that the College Leadership and Management team should have responsibility to reduce staff workloads is certainly a challenge. The nature of the curriculum is more an area of focus than previously and should be beneficial. Outcomes for learners are still included in the EIF. She reminded the Committee that since merger the new College has no inspection history which will mean a full inspection within three years.</p> <p>Jean Cook commented that it is possible that this new inspection framework might carry a risk of more subjective judgements by inspectors. Caireen Mitchell added that when the last example of a shift of focus from hard data was announced, this risk had not transpired. She was supportive that the curriculum would be given greater weight but believed that outcomes would still be significant.</p> <p>Governors asked if it is possible to benchmark the old Croydon College against the new EIF. Angela Edwards said that this could be considered and her initial reaction is that the outcome would not be different and it is clear that the College would remain good.</p> <p>Governors asked about lesson planning – Tom Hesmondhalgh had participated in a learning walk and been struck by the complexity of the lesson planning templates. He asked if this new framework could mean that these might be simplified and lighten the workload of the staff. Angela Edwards said that this option had been available to the College for some while and detailed lesson plans were no longer a requirement. Christina Gasson commented that the lesson plans were an outline and that quality teaching results from being responsive to the learners during the lessons. Caireen Mitchell commented that the complex lesson plans and the insistence that they were produced, emanated from the prior culture in the College.</p> <p>Angela Edwards had been to team meetings during this week and had invited feedback in which staff had commented that they are currently overwhelmed. Going forward she will maintain this direct communication. Governors asked for a future programme of learning walks which offer them the best insight into the TLA at the College and the student experience. Angela Edwards will ensure that Governors are informed on upcoming learning walks and are able to participate.</p> <p>Governors requested a full calendar of College events. Caireen Mitchell will ensure that this is circulated to all Board members.</p> <p>Jean Cook commented that the live links to the webinars and source documents are very useful and commended them to Committee members. She asked Angela Edwards to keep the whole Board updated when the final EIF is announced.</p> <p>ACTION: LEARNING WALK DATES TO BE CIRCULATED TO ALL GOVERNORS BY AE ACTION: CALENDAR OF COLLEGE EVENTS TO BE CIRCULATED TO THE BOARD BY CM ACTION: FINAL VERSION OF OFSTED EIF TO BE CIRCULATED TO THE BOARD BY AE</p>	<p>AE</p> <p>CM</p> <p>AE</p>
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¹ <https://www.gov.uk/government/consultations/education-inspection-framework-2019-inspecting-the-substance-of-education>

b	<p>Review of the quality framework</p> <p>Angela Edwards said that the creation of the New College offers an excellent opportunity to review the quality framework. The evidence of her review to-date seems to point to a compliance model and she would prefer to develop a qualitative approach which outlines the reasons for activities and their impact on both the College and learners.</p> <p>There is currently a review of the tutorial process underway to ensure that students' views and those of staff are captured.</p> <p>An externally benchmarked student survey by QDP™² will allow the Board and the College to capture the views of students and offer context of the results.</p> <p>Caireen Mitchell said that the culture of the College will also evolve alongside the quality framework as each school and area comes to understand that it has ownership of its priorities. Reflective practitioner culture will be encouraged at every level.</p> <p>Nigel Dias cautioned that the reality of budgets and resistance to culture change might require more time and investment than is currently envisaged. The staff may have initiative fatigue and be inclined towards cynicism. He advised that the Executive team seeks to set realistic expectations for both staff and the Board. Angela Edwards responded that this was apposite and that the team appreciates that it would take time to evolve. She is confident in promising that the lesson observation process will alter in the short-term and this should evidence the commitment of the management to change. Nigel Dias said there are now interesting tools to manage staff workloads and if there were budget for these, he will share the relevant information with the Executive Team. Governors asked if the quality framework would be a physical manual – Angela Edwards responded that this was not the intention but rather that it will be a flowchart with some supportive guidance which will feed into an overarching self-assessment programme. Nigel Dias advised that the Executive team might set some easy goals for milestones and communicate their achievement to both staff and the Board as evidence of its commitment to change.</p>	
c	<p>In-year KPI report</p> <p>Angela Edwards said that she will develop a KPI dashboard both for College use and presentation to the Board. The fact that 11% of learners had not reached the 42 day census point was very disappointing against 8% the previous year. The College is still over its recruitment target but it is nonetheless unsatisfactory that it had not retained the students it had recruited. Caireen Mitchell commented that the College needs to become more proactive in supporting learners through transition. There is also an impression that there may have been some 'off-boarding' to protect achievement rates and there needs to be a culture change to ensure that students are signposted to other more suitable courses within the College. The expectation must be that College should support the learners in its communities.</p> <p>Governors asked if there are processes to flag such 'off-boarding' and re-orient students within the College. Fadia Clarke said that processes that are in place are not being followed. Governors discussed the importance of ethical leadership in this area.</p>	

² <http://qdp-services.co.uk/home/index.html>

	<p>Christina Gasson suggested that a programme to recognise Level one achievement in the early weeks would help to build their confidence.</p> <p>Governors asked that a list of the type of data that the College has be shared with the Committee. Angela Edwards agreed to forward this and Jean Cook asked that she considers the best way to offer Governors access to this data and report suggestions to the next LQC Committee meeting. Angela Edwards is reviewing all the College's quality systems as part of the Review of the Quality Framework. The new Quality Framework for 19/20 should be available for the next LQC</p> <p>Angela Edwards commented that achievement and attendance rates are too low. The more recent data indicates achievement at 72.5 % which is an improvement but is still not good enough. There is a culture of under-reporting and there was discussion about how to address this. There was a suggestion that accuracy of predicted achievements might be added to appraisals. Caireen Mitchell said that the system needs to be reviewed and there may be other elements to feed into this process. It may be that ProMonitor^{TM3} might build a picture over the academic year to inform predictions. Christina Gasson suggested that if students could visualise how certain effort might improve their outcomes they might be encouraged to take action.</p> <p>Predicted Value-Added is positive and allows the College to look at current performance and ALPS give a predicted VA report. This enables teachers to make in-year interventions to improve outcomes for learners.</p> <p>ACTION: A LIST OF THE FULL TYPES OF DATA HELD BY THE COLLEGE TO BE SENT TO LQC COMMITTEE BY AE ACTION: PROVIDE THE NEW QUALITY FRAMEWORK FOR 19/20 FOR THE ENXT LQC AE</p>	<p>AE</p> <p>AE</p>
d	<p>Report on teaching, learning and assessment (TLA) and support for teachers</p> <p>This report is for the sovereign Croydon College. Fadia Clarke commented that it is encouraging that the current weaknesses of the College are not included in the new Ofsted EIF and that its strengths play to the new focus of the inspection framework.</p> <p>Angela Edwards explained that work is ongoing to ensure that the outcomes of observation are standardised across both colleges. The SAR had suggested that there should be focus on feeding-forward improvement rather than retrospective analysis. Christina Gasson said that there is now work to capture evidence which would demonstrate improved outcomes.</p> <p>Governors suggested that peer-to-peer events are a misnomer as they are more sharing of good practice from experienced staff to those who are less so. Angela Edwards agreed and added that these events do not happen often enough and more practical peer-to-peer activity needs to take place. The College does not have a full complement of advance practitioners but this is being reviewed before more are recruited.</p>	

³ <https://www.oneadvanced.com/solutions/promonitor>

6	<p>Further education operational and quality improvement plan (QIP) monitoring report</p> <p>Caireen Mitchell explained that the Executive Team needs to decide which elements of the QIP should go to which Committee. It was suggested that items 3, 4 and 6 should be reported to the LQS Committee and Tom Hesmondhalgh suggested that Safeguarding should also be included in the QIP. It was agreed that the full Board might review this and agree which elements would go to which committee.</p> <p>Governors asked for numeric targets going forward with specific dates. Caireen Mitchell added that the Coulsdon plan will be added as an appendix for this academic year and that next year there will be an holistic report.</p> <p>Governors commented that not all of the elements are actions but are in fact, objectives but added that these were useful in offering context.</p> <p>ACTION: A REVIEW OF THE QIP AND SUGGESTED COMMITTEES TO REVIEW THEM TO GO THE BOARD.</p>	Executive Team
7	<p>Higher Education quality enhancement plan (QEP) monitoring report</p> <p>Fadia Clarke explained that there are no RAG ratings but that the report offers a commentary. The NSS⁴ (national student survey) outcomes will have a significant impact on the College and must be addressed. Governors asked if the QIP and the QEP will be subsumed into the operational plan. This is the intention.</p>	
8	<p>Curriculum strategies 2019/20</p> <p>It was confirmed that this report is for the sovereign Croydon College.</p> <p>Jean Cook suggested that this might be discussed at the next Board strategy day and governors could then be involved in its development. She welcomed the structure of the report. Caireen Mitchell added that this was more the outline of a curriculum plan and confirmed that governors will be involved in the development of the curriculum strategy.</p> <p>It was agreed that the 'job market' would focus on the areas that could be accessed by learners of the College. Fadia Clarke explained that the College has good relationships with local employer stakeholders including the job centres, national employers and chambers of commerce. The programme of events is currently opportunistic rather than a strategy but this will be addressed going forward.</p> <p>Governors asked if there is any news about Croydon Council inviting a university to open a base in the City. CM had met with council leaders last week who confirmed that they are in discussion with a university about setting up a presence in Croydon. CM has emphasised that the Council should be mindful that the College has its own HE provision and the potential negative effect that might result from an external supplier setting up competitive provision.</p> <p>Angela Edwards said that the council wants to have SEND provision in the Croydon College building and at the Coulsdon Centre. It is not possible in both locations and has been communicated clearly but discussion is ongoing.</p>	

⁴ <https://www.thestudentsurvey.com/about.php>

	<p>Governors asked to what extent the AEB (Adult Education Budget) bid will shape provision. Fadia Clarke said that the outcome of this will be known at the end of April 2019. It must be linked to the job market and skills and the College is not yet outcome driven. There is a focus on the unemployed and homeless which will lead to the development of short-courses. The College does not know if the College can access the ESFA budget for London at this time. Caireen Mitchell commented that only £637k is at risk for those students who are not classed as London residents.</p>	
9	<p>Safeguarding monitoring report</p> <p>Julie Percival had written this report. Angela Edwards commented that she was impressed that safeguarding processes are well embedded but that the College is not complacent.</p> <p>Tom Hesmondhalgh, designated safeguarding governor, commented that this is a thorough report and it is encouraging that the work with John Ruskin and Coulsdon is ongoing. There is however an issue is around timeliness by which that staff complete safeguarding training when they join the College. There are plans underway to address this.</p> <p>Angela Edwards added that there is work on work-based learning safeguarding and there is now a 20 point guidance note in place.</p> <p>Caireen Mitchell said that she is working with community and voluntary organisations to support students. Tom Hesmondhalgh also confirmed that Julie Percival sits on local safeguarding boards although this may change with the new KCSIE⁵.</p>	
10	<p>Risk monitoring report – LQ items</p> <p>Caireen Mitchell said that this document will be reworked to mirror other new frameworks in the College. Governors welcomed this and it was suggested that some streamlining of these reports might address both the efficacy of reporting and reduce the workload of the Executive Team.</p>	
11	<p>Date of next meeting 19 June 2019</p>	
12	<p>Any other business and close <i>This item was taken as a confidential minute.</i></p> <p><i>The meeting closed at 20.10</i></p>	

⁵ <https://www.gov.uk/government/publications/keeping-children-safe-in-education--2>

CHAIR APPROVED