

**JOINT LEARNING AND QUALITY COMMITTEE MEETING  
Wednesday 4 March 2020 at 5.00pm**

**MINUTES**

**Present:** Jean Cook (Chair)  
Caireen Mitchell (Principal & CEO)  
Andy Booth\*  
Tom Hesmondhalgh  
Gordon Smith  
Evelyn Bayerlein (Student Governor, Coulsdon)\*  
Donna Hollick (Co-opted member)\*

**Observer:** Fiona Brennan (Staff Governor, Coulsdon Elect)\*

**Attendees:** Angela Edwards, Vice Principal, Education and Quality  
Richard Beales, Principal, Coulsdon College (Items 1-5)  
Fadia Clarke, Vice Principal, Training, Skills and HE

**Clerk:** Clare Mitchell, Director of Governance

		<b>Action</b>
<b>1.</b>	<p><b>Introductions and Apologies for Absence</b></p> <p>The Chair welcomed Fiona Brennan to the meeting. Fiona would be appointed as the new Staff Governor from the Coulsdon Campus at the Board meeting on 18 March 2020. The Chair also welcomed Gordon Smith to the meeting.</p> <p>The Chairman indicated that members who sat only on the Coulsdon LQC were welcome to stay for the whole meeting, but this was not a requirement as items 14 and 15 related to the Croydon Campus only. Members whose names are indicated with an asterisk left the meeting at the end of item 13.</p> <p>A new way of working would be trialled at this meeting. The aim was to provide more time for discussion of substantive items, with a paper highlighting the key issues supported by a number of items which were for information only. The Chair queried why this new approach hadn't been applied to HE and apprenticeships.</p> <p>Damien Jarvis from the University of Sussex (UoS) had been invited to attend the meeting for the HE item as an observer as part of the UoS' monitoring of the College's HE provision. He was unable to attend but had received the HE papers and had submitted a number of questions in advance. Some of these would be dealt with at the meeting, with the more detailed questions being responded to separately by VPTSHE with a copy to the Chair.</p>	<b>VPTSHE</b>



	Apologies for absence were received from Penny Wycherley, Arnold Amoako, Nigel Dias, Lucia Guetcherian, Margaret Bird and Damien Jarvis.	
<b>2.</b>	<b>Declarations of Interest</b>  There were no declarations of interest.	
<b>3.</b>	<b>Minutes of the Meetings held on:</b>  <u>20 November 2019 (Coulsdon LQC)</u> The minutes of this meeting were <b>agreed</b> as a correct record.  <u>27 November 2019 (Croydon LQC)</u> The minutes of this meeting were <b>agreed</b> as a correct record.  <u>27 November 2019 (Joint LQC)</u> The minutes of this meeting were <b>agreed</b> as a correct record.	
<b>4.</b>	<b>Matters Arising from the Minutes not on the Agenda</b>  There were no matters arising that were not on the agenda.	
<b>5.</b>	<b>Key Issues for the Committee to Consider</b>  The VPE&Q introduced the paper, which covered both the Croydon and Coulsdon Campuses and was supported by the for information items 6-9. The paper drew out the key issues for discussion under the headings of good progress, insufficient progress, next steps and other items for consideration. The Committee <b>discussed</b> the findings in the paper.  <u>Good progress</u> The VPE&Q outlined the main areas where good progress had been made. All four areas that had been judged to be inadequate in the 2018/19 Croydon Campus SAR were making progress. One area was expected to achieve a good rating in 2019/20 with the other three areas expected to achieve a requires improvement rating. There had been a significant increase in satisfaction in all categories of the student survey in the Schools of Creative Arts, Business, Community and Access, which had been underperforming. In general, there had been a clear improvement in student satisfaction at the Croydon Campus compared to the first QDP survey in 2018/19. The snapshot reviews at the Croydon Campus also showed improvements in teaching and learning.  Retention rates had improved to 95% to date, compared to 91% for 2018/19 and were expected to meet College targets for the year. This was supported by the development of at risk reporting, enabling teachers and managers at the Croydon Campus to identify and follow up individual students who were at risk in terms of poor attendance, late submissions and/or poor quality of work. At this stage in the year submission of work was the key indicator, but earlier in the year the focus would be on attendance. The next stage would be to develop this reporting to focus on whether students were achieving their target	



grade. Further work would take place in 2020/21 to develop at risk reporting at the Coulsdon Campus.

The Chair asked how quickly students were contacted if they did not attend College. This was the responsibility of individual teachers at both Campuses and should happen on the same day. The CP stated that a formal letter was sent to the parents of students at the Coulsdon Campus after two weeks of non-attendance.

The curriculum planning process for 2020/21 was underway. Live data was now available on the local employment market and the curriculum was being reshaped to make it more relevant. Opportunities for students to undertake work experience were being extended and this would be further embedded at both campuses in 2020/21.

The College had applied to run two T Levels from September 2020 in Science and Engineering. The College would find out the decision in late May 2020.

Tom Hesmondhalgh asked if the College would be applying for College Collaboration Funding, which was replacing the SCIF funding. The VPE&Q indicated that this would be the case but the College would need to find suitable partners. The emphasis was on local Colleges working together so Leeds was less suitable as a partner. Bids could be made for up to £5m with the Colleges receiving the funding contributing matched funds of 25%.

Feedback from users at the SEND centre was positive and numbers were expected to increase to 28 in 2020/21. However, the College was not being sent the full range of SEND learners. This could be related to the SEND centre being located at the Coulsdon Campus and the travel distance for North Croydon residents. The P&CEO indicated that consideration was being given to how improved facilities could be provided at the Croydon Campus for SEND learners. The College was planning an employability programme for high needs learners at the Croydon Campus.

#### Insufficient progress

Wastage rates were too high at the Croydon Campus with nearly 14% of enrolled learners not staying in the College beyond the 42 day census point. Staff were now clear that students should be re-directed to the most appropriate course if the one they had enrolled on was not suitable. Anecdotally, access to bursaries, timeliness of bursary payments, timetabling changes and slow implementation of additional needs support had contributed to the high wastage rates.

Low attendance figures were still a significant concern. Attendance at the Croydon Campus had increased to 78% but was well below the College target of 85%. Attendance at the Coulsdon Campus had dropped significantly. This was a real drop but there also appeared to have been a change in the way attendance was measured at the Coulsdon Campus which had impacted on these figures.

The results of the QDP student survey at the Coulsdon Campus had been very poor and the response rate had been low at 29%. The CP



indicated that he was very disappointed with the completion and satisfaction rates. In future, the survey would be set up by tutor group so that completion could be monitored more effectively. Actions were being taken to address concerns raised about the structure of lessons and feedback to students on their assessments. Heads of Faculty had been asked to meet with a group of their students to identify actions relating to specific courses. Student satisfaction had been impacted by the disruption caused by moving onto new systems at the start of the academic year. There had also been significant staff absence and turnover in some subjects. TLMs were supporting supply teachers but this had impacted on teaching and learning and the student experience. The CP expressed his appreciation for staff at the Coulsdon Campus and their efforts to support students and new teachers.

Fiona Brennan queried the timing of the student survey and whether this had impacted on results. The VPE&Q indicated that the QDP survey was run twice a year; in the Autumn term and then again at Easter. It had been proposed that there should also be a student survey at induction, but there were a number of other external student surveys that had to be run during the year.

Andy Booth asked whether a dip in student satisfaction had been anticipated post-merger. The CP indicated that a dip was not surprising but the extent of the concerns raised was disappointing. The snapshot review at the Coulsdon Campus had also resulted in a Requires Improvement judgement. The P&CEO stated that there was often a correlation between staff and student morale and this needed to be addressed. She was hopeful that student achievement would remain high as staff were working hard to support students.

Tom Hesmondhalgh queried whether there was a risk to the delivery of the full 540 guided learning hours for some students. The VPE&Q expected that this would be achieved for the most part, but a different approach would be used at the Croydon Campus in 2019/20 with responsibility sitting with Schools. The CP indicated that there had been similar issues at Coulsdon, which were being addressed.

Next steps

The CP outlined the improvement strategies in place at the Coulsdon Campus. Evelyn Bayerlein queried why the introduction of student representatives had not been included

Other items for consideration.

The VPE&Q reminded members that the College was now one year post merger and therefore could expect an Ofsted inspection at any point between now and February 2022. Governors were encouraged to access the pilot ETF Governor training modules. The VPE&Q and the Clerk would consider what information was key for Governors to be able to access on inspection. Preparation for inspection would become an agenda item for LQC meetings.

**VPE&Q Clerk**



	<p>It was also important that staff were aware of who the Governors were. The Chair and Clerk would give consideration to setting up link governors for specific curriculum areas.</p> <p>The VPE&amp;Q informed members that there had been a number of resignations in the Student Services Support Directorate during 2019/20 and this had impacted on the services provided. A new Director had been appointed and new structures were planned which would span both campuses. Implementation of change on this scale was also likely to cause some disruption in the short term but the new structure would provide significant benefits to students.</p>	<b>Chair Clerk</b>
6.	<p><b>Learning and Quality Update</b></p> <p>The Committee <b>noted</b> the Learning and Quality Update.</p>	
7.	<p><b>Operational and Quality Improvement Plan Update</b></p> <p>The Committee <b>noted</b> the Operational and Quality Improvement Plan (QIP) Update.</p>	
8.	<p><b>Curriculum Planning 2020/21</b></p> <p>The Committee <b>noted</b> the paper on Curriculum Planning for 2020/21.</p>	
9.	<p><b>Safeguarding Mid-Year Update and QIP</b></p> <p>The Committee <b>noted</b> the Safeguarding Mid-Year Update and QIP.</p>	
10.	<p><b>Next Steps in the Learning and Quality Framework (LQF)</b></p> <p>The Committee <b>discussed</b> the next steps in the LQF as set out in the paper and inputted as follows:</p> <p><b>QDP Survey</b> – student support and the physical environment were suggested as possible areas for additional questions. The P&amp;CEO raised the possibility of using the student survey to ask students about their views on the facilities on the Croydon Campus to support the estates strategy. The VPE&amp;Q indicated that it was possible to ask targeted open questions but analysing the results was time consuming.</p> <p><b>Spring Progress Reviews</b> – It was agreed that it would be more appropriate for Governor to attend the Summer progress reviews when students and staff would also attend. These dates would be circulated to Governors. Governors would also be invited to attend the snapshot reviews in January 2021. These were conducted by local managers but an external perspective was encouraged. Coulston staff had been invited to attend the snapshot reviews in Croydon. There was a discussion about whether the title “intensive care” made it sufficiently clear to those staff involved that there were significant concerns about their performance. It was agreed that this would be reviewed following the spring progress reviews.</p>	<b>VPE&amp;Q Clerk</b>



	<p><b>Self Assessment Review (SAR) and Quality Improvement Plan (QIP) processes</b> – it was agreed that the process should be at the discretion of the Executive but there were issues that were specific to each Campus which need to be identified. Governors needed to see a high quality plan with rigorous evaluation of delivery and clear identification of the main foci for improvement. Donna Hollick emphasised the importance of all staff contributing to Faculty level SARs, particularly in diverse curriculum areas. The SAR was also an important opportunity to celebrate achievement.</p> <p><b>Use of Teaching and Learning Mentors (TLMs) and Staff Learning Week</b> – Governors were keen to participate in staff learning week and dates would be circulated.</p>	<p><b>VPE&amp;Q</b></p>
<p><b>11.</b></p>	<p><b>Committee Risk Register</b></p> <p>The Committee <b>discussed</b> the risks relating to strategic objectives one to three and noted that a green rating should read “acceptable” rather than “adequate”. From the discussion at this meeting it was apparent that not all of the risks highlighted during the meeting linked back to the risk register e.g. the student survey results at Coulsdon needed to be linked into strategic risk two.</p> <p>The Committee noted that the Audit Committee had asked that future version of the risk register indicated who was responsible for implementing actions and for progress on actions to be RAG rated.</p> <p>The Committee asked whether there were any controls that were not in place or not working. The VPE&amp;Q and VPTSHE indicated that they were content with the controls for strategic risks one and three. The P&amp;CEO indicated that there was further work to be undertaken on strategic risk two and she would take this forward with the CP.</p>	<p><b>P&amp;CEO CP</b></p>
<p><b>12.</b></p>	<p><b>Dates of Future meetings</b></p> <p>The Committee <b>noted</b> the dates as follows:</p> <p>Wednesday 3 June 2020 (Coulston) Wednesday 10 June 2020 (Croydon)</p>	
<p><b>13.</b></p>	<p><b>Other Business</b></p> <p>The VPTSHE reported on two successful bids for additional funding. The first was an award of £320K over two years to provide advice to employers to support apprenticeships in the GLA. The College was the lead partner with Croydon Council.</p> <p>The College had also been awarded an additional 10% of its GLA AEB grant through the Innovation Bid to support training for adults in a small number of specific areas. This had to be delivered in the current academic year.</p>	



<p>14</p>	<p><b>Higher Education (HE)</b></p> <p>i      <u>Updated HE Operational and Quality Improvement Plan (OQIP) for 2019/20</u></p> <p>The VPTSHE explained that regular updates on the OQIP fulfilled the Office of Students’ (OfS) requirement that all registered HE providers provide evidence of ongoing monitoring of quality improvement. The Committee noted that a new Head of Higher Education had recently been appointed. The VPTSHE confirmed that the LQF applied to HE as well as FE.</p> <p>The Committee <b>discussed</b> the mid year update on the HE provision’s performance to date in relation to the actions identified in the OQIP and agreed with the evaluation of progress set out in the paper.</p> <p>ii      <u>OfS Improvement Plan – Specific Ongoing Condition B3B</u></p> <p>The VPTSHE reminded members that the College was subject to enhanced monitoring by the OfS and was subject to two specific ongoing conditions; B3A which imposed a cap on student numbers and prohibited the implementation of additional and/or replacement courses and B3B, which required the College to submit an improvement plan that addressed continuation and progression rates. The College was also required to put in place internal arrangements for an Oversight HE Committee; chaired by an independent person, which must receive regular reports on the provider’s incremental progress in delivering the improvement plan under condition B3B.</p> <p>The VPTSHE reported that she now had a monthly meeting with Pearson and the University of Sussex to monitor HE provision. The VPTSHE was also having a bi weekly meeting with the Head of HE, at which HE data would be reviewed. The Management Information Systems team had created a specific dashboard for HE, which would ensure that the College met the OfS requirements for student data returns and improved the quality of data submitted. The VPTSHE confirmed that she had provided the updated policy on freedom of speech, approved by the Board, and a paper on the actions taken to improve student data returns to the OfS by the deadline of 29 February 2020.</p> <p>Damien Jarvis had raised two questions relating to actions being taken to improve HE data accuracy and analysis of HE data. The Committee’s view was that these questions had been addressed by the VPTSHE above.</p> <p>He also stated this concern that the LQC might not be the correct Committee to have oversight of HE as the OfS had indicated that they were not content with the College’s performance currently and this appeared to indicate that the OfS was not content with how this has been managed to date. His view was that the College should be cautious about allocating this duty to the body which had previous responsibility for this area.</p>	
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	<p>The Committee considered this concern carefully but took the view that the LQC which had monitored HE prior to OfS registration was working to very different requirements and that both the Executive team and the membership of the current LQC had been strengthened significantly and the LQC was now supported by a Director of Governance. The Committee <b>agreed</b> that it was appropriate the Croydon LQC had oversight of HE.</p> <p>It was <b>agreed</b> that these two items would be standing agenda items at each meeting of the Croydon LQC.</p> <p>The Committee <b>discussed</b> the audit of the OfS regulatory framework (Conditions A to G) and the progress update on specific ongoing condition B3B. The VPTSHE provided assurance that the College would be fully compliant with Conditions A to G by the next meeting. There was a query about whether the College needed to publish an Access and Participation Plan as it did not plan to raise HE tuition fees. The VPTSHE would resolve this with the OfS. The P&amp;CEO would also write to the CEO of the OfS expressing her concern that the College still had not receive official confirmation of the maximum number of HE students permitted under the cap.</p>	<p><b>VPTSHE Clerk</b></p> <p><b>VPTSHE</b></p> <p><b>P&amp;CEO</b></p>
<p><b>15</b></p>	<p><b>Apprenticeships</b></p> <p>The Committee <b>noted</b> the update on apprenticeship performance and that the possibility that the College might receive a Notice of Improvement (NOI) for apprenticeship performance from the ESFA. This was linked to poor performance in 2018/19 in apprenticeships in two areas; electrical installation and health and social care. The subcontracted provision for care apprenticeships was now closed and provision would not be delivered directly by the College. The electrical installation provision was now closed to new learners. If these two courses were taken out of the 2018/19 figures then the College's apprenticeship performance met the minimum standards.</p> <p>The impact of receiving a NOI would be on the College's reputation. It did not automatically mean that the College could not recruit new apprentices.</p> <p>The VPTSHE identified two other areas of risk in relation to apprenticeship performance; business studies at Level 2 and catering at Level 5. Business studies was now only being offered at Level 3 and Level 2 performance could be addressed. Catering apprenticeships at Level 5 were no longer being offered but the provision had not been formally closed.</p>	

Signed Chair .....

Date: