



Croydon  
College



COULSDON  
SIXTH FORM COLLEGE



Croydon  
University  
Centre

**COULSDON CAMPUS LEARNING AND QUALITY COMMITTEE MEETING**  
**Wednesday 9 March 2022 at 6.00pm**  
**Virtual Meeting**

**MINUTES**

**Present:** Claudine Reid (Chair)  
Caireen Mitchell (Principal & CEO)  
Jean Cook  
Andy Wilson  
Soumick Dey  
Nataly Vivanco-Piechota (Student Governor, Coulsdon)  
Fiona Brennan (Staff Governor, Coulsdon) – until 7.30pm  
Donna Hollick (Co-opted member)  
Margaret Bird (Co-opted member)

**Attendees:** Odette Carew, Principal, Coulsdon College (CP)  
Shiraz Ahmed, Assistant Principal  
Natalie Garner, Assistant Principal (Secondment)  
Martin Silverwood, Vice-Principal Education and Quality  
Alfred Cardona, Head of Learning and Quality

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

1.	<p><b>Apologies for Absence</b></p> <p>There were no apologies for absence. The Chair welcomed Shiraz Ahmed, who had joined the College on 4 January 2022 as the Assistant Principal at the Coulsdon Campus and Natalie Garner, who was acting as a second Assistant Principal at the Coulsdon Campus on a three month secondment from her role as Head of the School of Creative Arts at the Croydon Campus.</p>
2.	<p><b>Declarations of Interest</b></p> <p>There were no declarations of interest.</p>
3.	<p><b>Minutes of the Coulsdon LQC Meeting held on 3 November 2021</b></p> <p>The minutes of this meeting were <b>agreed</b> as a correct record.</p>
4.	<p><b>Matters Arising from the Minutes not on the Agenda</b></p> <p>The Committee <b>noted</b> the updated action list. The action for Committee members to identify areas where the Committee had had an impact would be added to the agenda for the next meeting.</p> <p><b>Action: DoG to add the action for Committee members to identify areas where the Committee had an impact to the agenda for the next meeting</b></p>
5.	<p><b>Principal's Report – Coulsdon Campus</b></p> <p>The CP reported that student attendance had improved slightly and was now at 72%, but was still too low and not improving quickly enough. A number of reasons</p>

for low attendance had been identified. These included inconsistent staffing due to vacant posts and sickness. The current timetable structure had led to long lunch breaks, students' timetables spread across too many days and late timetabling of tutorials and additional qualifications. Teaching and learning needed to be more consistently engaging and there was a lack of consistency in tracking and pastoral monitoring of students to address behaviour. Enrichment and tutorials had the lowest attendance rate at 51%. Strategies to address these issues were included in the attendance action plan appended to the report.

The Committee discussed the reasons for the poor attendance. Attendance at English and maths L2 classes was low. Students were enrolled in these classes as part of their programme of study if they had not achieved a Grade 4 or above prior to joining the College. Helping students understand how a good level of English and maths would assist them with their L3 studies and further career was key to improving motivation and attendance.

Long travels times for students was also a factor in terms of attendance and punctuality. Students travelled from significant distances to attend Coulsdon College because of the mix of BTECs and A Levels that it offered and the opportunity to progress to University.

It had proved difficult to recruit staff in some subject areas and this had necessitated the use of agency staff. Most subject areas only had one teacher, which made it difficult to provide cover from within the existing staffing. The FE Sector as whole was having difficulties recruiting staff. The P&CEO reported that she was meeting with the University of Roehampton to see if they could assist.

The Committee queried the 96% retention figure in the paper and asked whether the low attendance rates were the result of a smaller number of students with consistently low attendance or a larger number of students who were missing occasional lessons. The P&CEO indicated that it was a mixture of the two. Action had been taken recently to address persistent non-attendance and poor behaviour, which had resulted in a number of students being removed from the College. This would impact on the retention figure. The focus was now on those students whose attendance was below 50%.

The timetabling of classes and tutorials was being reviewed to make sure that the days students were timetabled to be in the College were as full as possible to encourage attendance. Actions were being taken to improve teaching and learning and to ensure students received more regular feedback on their individual progress from teachers. A teaching and learning strategy and a teaching and learning network had been developed. This was in addition to learning walks taking place every three weeks.

The Coulsdon Staff Governor commented that the attendance data did not capture the additional support that teachers were offering to support students who had low attendance but were studying independently to help them to continue to achieve.

The Committee **agreed** that an updated attendance action plan should be brought to the next meeting.

**Action: CP to bring an updated attendance action plan to the next meeting**

Smaller numbers of students had been entered in the November 2021 GCSE English and maths examinations, based on their readiness to take these

	<p>examinations. The achievement rate for English had been 64% at Grade 4+ and the achievement rate for maths was 55%. This was a better outcome for learners and a financial saving for the College.</p> <p>Curriculum planning was well underway for 2022/23. The Coulsdon Campus would be delivering T level Science from September 2022 and intended to offer a T Level in Digital from September 2023. Changes were being made to the delivery of L2 courses and additional A levels would be offered in economics and criminology from September 2022.</p> <p>The results of the November 2021 QDP survey showed that student satisfaction remained too low, in Quartile D. Students were encouraged to complete the survey in class, where teachers could explain the scoring methodology and the purpose behind the questions, which were set centrally by QDP and used across a range of Colleges. The questions used at the student representatives' meetings now used the same language as the QDP survey to help familiarise students with the QDP questions. An action plan was in place to improve student satisfaction. Pop up surveys had also taken place since November 2021 on specific areas. A subject specific QDP survey was currently open and early indications did show improvement in some areas e.g. creative arts.</p> <p>The paper also outlined actions being taken to improve staff satisfaction and morale.</p> <p>The Committee <b><u>discussed</u></b> the Principal's report.</p>
6.	<p><b>Coulsdon Quality Improvement Plan 2021/22</b></p> <p>The CP reminded members that the Coulsdon QIP had been created from the key areas for development identified through the self-assessment process for 2020/21. The end of year retention figure was now expected to be approx. 93/94%, below the target of 96% but higher than in 2020/21.</p> <p>Achievement data was not yet available and this would be the first year national A level examinations had been run since 2018/19. Staff were working with learners to support them to prepare for examinations, including running exam workshops.</p> <p>Although all students would be taking part in WEX this year, the placements were reduced from two weeks to one. WEX was taking place on site where possible and local employers were being encouraged to offer opportunities for students. However, it was proving more difficult to find placements post pandemic. Creative Arts were working with Hammerson Plc to offer a mixture of on and off site WEX that would result in a dance, music and visual arts exhibition. The target of offering 40 extended industry placements in 2021/22 was not going to be achieved.</p> <p>The QIP also covered areas discussed in the Principal's report above including; actions to improve student satisfaction and staff morale, improved use of data by staff and changes to students' timetables.</p>
7.	<p><b>Safeguarding Interim Report 2021/22 - Coulsdon Campus</b></p> <p>The VPE&amp;Q introduced the report. The results of the November 2021 QDP survey showed that 81% of students felt safe at the Coulsdon Campus, a 1% improvement on the May 2021 survey. Maps had been produced for both</p>

	<p>campuses and staff on the duty rota were asking students to identify specific areas where they felt less safe so that action could be taken to support students in these areas.</p> <p>There was an increased number of referrals, with the majority of referrals being for mental health and wellbeing. This was a trend across both campuses. Students were being encouraged to discuss consent issues. There had been an increase in the number of reports of peer-on-peer abuse and assault, both recent and historic.</p> <p>The attendance of looked after children at the Coulsdon Campus had improved and was higher than the average attendance figure for the Campus. The Committee noted that high numbers of students (237) were in receipt of financial support to access their learning.</p> <p>460 students had been stopped as part of the wandering programme. No weapons or drugs had been found. There had been one referral to LADO relating to a member of staff. Following an investigation the LADO had concluded that no further action was needed. The VPE&amp;Q was asked to report back to the Committee on what support was offered to staff if a safeguarding allegation was made against them, which was not upheld.</p> <p><b>Action: VPE&amp;Q to report back to the Committee on what support was offered to staff if a safeguarding allegation was made against them, which was not upheld</b></p> <p>The Committee discussed the sensitivity of feeding back on safeguarding issues to the wider staff. However, it was important that staff were aware of the wider issues impacting on students e.g. the high number of students receiving financial support.</p> <p><b>Action: CP - the high levels of achievement of students receiving financial support to be highlighted in the Coulsdon Campus SAR</b></p> <p>The Committee <u>discussed</u> the safeguarding interim report.</p>
8.	<p><b>Student Governor's Report</b></p> <p>The Student Governor reported on her experience at the Coulsdon Campus. On the positive side, the student common room was on the verge of completion. The requirement to have 85% attendance to use the common room, which had not been popular, had been waived until the Easter break but would be reintroduced next term. The Student Executive had run a Ukraine crisis appeal to raise money and the Student Executive was working closely with the wellbeing team to make sure affected students knew who they could speak to about any concerns. Students had raised concerns about the lack of variety of food in the refectory.</p> <p>Disruptive behaviour by some students in classes was an issue and poor behaviour was sometimes tolerated by staff. Tutorials were not valued by students and were not seen as a good use of time. There seemed to be a very different culture at the two campuses and, although the P&amp;CEO's greater presence at the Coulsdon Campus had been helpful, there needed to be a stronger relationship between the two campuses.</p> <p>The P&amp;CEO reported that students who could be identified as being directly affected by the Ukraine conflict had been contacted individually by the wellbeing</p>

	<p>team and a general email had been sent to all staff offering them support if they were impacted by the conflict and providing guidance on how to support students.</p> <p>The P&amp;CEO reported that a number of students whose behaviour had been a significant issue had been withdrawn and a great deal of effort was being put into making sure the staged process for managing behaviour was used consistently.</p> <p>The Committee <b>noted</b> the issues raised by the Student Governor.</p>
9.	<p><b>Operational and Quality Improvement Plan 2020/21 – Coulsdon Campus</b></p> <p>The Committee <b>noted</b> the updates to Strategic Objective Two relating to the Coulsdon Campus for 2021/22.</p>
10.	<p><b>Policies</b></p> <p>No policies were brought to this meeting.</p>
11.	<p><b>Committee Risk Register (Strategic Risk Two)</b></p> <p>The CP highlighted that the risk score for Risk 2.2 “Providing a curriculum offer which supports the aspirations of our students and respond to the needs of the local and regional economy” had increased because of the drop in student numbers in 2021/22. The curriculum for 2022/23 was being reviewed to make it more attractive to student.</p> <p>The most significant risk was Risk 2.3 and the potential impact of poor attendance on achievement and pass rates. The score for Risk 2.4 had increased slightly. The target for extended industry placements would not be met in 2021/22.</p> <p>Please refer to Item 5 for the deep dive discussion on the attendance risk. The Committee <b>agreed</b> that attendance should continue to be the focus for the risk deep dive at the June 2022 meeting. More week by week attendance data should be included and the Executive should identify which of the actions in the attendance action plan were having the most impact.</p> <p>The P&amp;CEO commented that attendance rates were significantly higher at the the Croydon Campus and it would be helpful to see what actions had had the greatest impact on improving attendance and transfer this good practice to the Coulsdon Campus. Consistent follow up on poor attendance and behaviour was crucial and defining the responsibility for this was more complex at the Coulsdon Campus where students were often part of more than one Faculty.</p> <p><b>Action: CP/DoG attendance to continue to be the focus for the risk deep dive at the June 2022 meeting</b></p> <p><b>Action: CP more week by week attendance data to be provided and the Executive should identify which of the actions in the attendance action plan were having the most impact</b></p> <p>The Committee <b>discussed</b> the updates to Strategic Risk Two and <b>agreed</b> to recommend them to the Audit Committee for consideration.</p>
12.	<p><b>Post Meeting Evaluation</b></p>

	<p>The Committee commented on the overlap between a number of papers; particularly the Principal's report, the QQIP and the Risk Register. The same issues were presented in a different way in a number of the papers. The Committee were concerned to reduce the workload for staff as well as the volume of papers.</p> <p><b>Action: DoG/Executive Team to review the papers presented to the Coulsdon College LQC and discuss with the Chair</b></p>
<b>13.</b>	<p><b>Dates of Future meetings</b></p> <p>The Committee <b>noted</b> the dates as follows:</p> <p>Wednesday 22 June 2022</p>
<b>14.</b>	<p><b>Other Business</b></p> <p>The Committee thanked the CP and her team at the Coulsdon Campus for their hard work and asked her to convey the Committee's thanks to all staff for their hard work.</p>

*Approved as an accurate record by the Coulsdon Campus Learning and Quality Committee at its meeting on 22 June 2022*

*Clare Mitchell  
Director of Governance*