



COULSDON CAMPUS LEARNING AND QUALITY COMMITTEE MEETING
Wednesday 22 June 2022 at 6.00pm
Virtual Meeting

MINUTES

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

Attendees: Natalie Garner, Assistant Principal (Secondment)
Martin Silverwood, Vice-Principal Education and Quality

Clerk: Clare Mitchell, Director of Governance

1.	Apologies for Absence Apologies for absence were received from Soumick Dey.
2.	Declarations of Interest There were no declarations of interest.
3.	Minutes of the Coulsdon LQC Meeting held on 9 March 2022 The minutes of this meeting were agreed as a correct record subject to one minor amendment.
4.	Matters Arising from the Minutes not on the Agenda The Committee noted the updated action list. The VPE&Q reported that a member of staff, who had had a safeguarding allegation made against them, which was subsequently not upheld, would have a variety of support available to them. If considered appropriate by the Head of HR and their line manager, this would include external counselling. There would also be a review of internal processes to protect their anonymity.
5.	Principal's Report – Coulsdon Campus The P&CEO reported that the management restructure was now complete. All students would now be allocated to one of four Pathways and there would be a Head and Deputy Head for each Pathway. Students' pastoral support, tutorials, work experience etc. would be aligned with their pathway. Fiona Brennan had been appointed as an Assistant Principal and Donna Hollick had been appointed as a Head of Pathway with effect from September 2022. The Committee congratulated them on their new appointments. Two Heads of Pathway and one Deputy Head of Pathway had not yet been appointed to and the focus was now on filling these posts and mapping students and staff to the new pathways. The mapping process was already underway in a number of areas.

The P&CEO explained that staff had had concerns about the timing of these changes, given that a new Coulsdon Principal was in the process of being appointed. The P&CEO had emphasised the need for swift change and that the new CP would need to work with the Pathway structure that had been introduced. Staff had largely accepted the need for students to have a core pathway and the benefits to students of having a “home”. The appointment of an existing member of staff as an Assistant Principal had been reassuring for staff.

Ten applications had been received for the Coulsdon Principal role and four candidates had been shortlisted, with two in reserve. Interviews were taking place on 29 June 2022.

Deep dive on attendance

Attendance was still a significant issue at 73% for continuing students. Attendance was now declining to around 60% as students focused on studying for their examinations. Going forward, there was a need to consider what the attendance expectations should be for sixth form students during the exam period. Currently, students were not expected to attend lessons on a day when they were scheduled to sit an exam and this was being applied retrospectively. The P&CEO thanked Natalie Garner for developing a policy on attendance for the Coulsdon Campus, which would be in place from 2022/23. Student timetables were being adjusted for 2022/23 to improve attendance by reducing gaps between classes and reducing the overall number of days students were expected to attend college per week to a maximum of four.

The EPQ and Laser qualifications had been brought in late in the current academic year to boost students’ guided learning hours. Not all students had wanted to undertake these qualifications and attendance rates had been very low for these sessions.

The steps undertaken to improve attendance were outlined in the paper. The previous attendance action plan had been incorporated into the Coulsdon QIP, which had been updated and appended to the paper. The actions that had had the greatest impact on attendance were recruiting permanent and better teachers, e.g. in business and public services and, more recently, in sport and ensuring that there were clear and consistent consequences for non-attendance.

Retention and achievement

Retention had dropped to around 89% as students with very poor attendance who were unlikely to be able to achieve their qualification and those who had not attended for four weeks had been withdrawn. A number of students had appealed and final decisions had now been made in these cases. In response to a question, the P&CEO indicated that approximately 100 students had either left or had been withdrawn since the start of the academic year. A small number of students had successfully appealed against withdrawal but some difficult decisions had had to be made.

Tracking students’ attendance and assessments had been more difficult at the Coulsdon Campus as the IT systems used at the Croydon Campus were not used by all staff, making collecting centralised data much more difficult. Staff were now clear that College systems must be used to record attendance and progress in 2022/23 so students could be tracked across their study programme. This would be supported by training in staff learning week.

The P&CEO reported that the achievement rate for the Coulsdon Campus was expected to be between 75-80%. This was lower than target. Achievement levels

were likely to be particularly low, at around 50%, for the Laser and EPQ qualifications. This would affect the overall achievement rate. There were concerns about achievement rates in sport and health and social care. The position in public services had improved. Staff in these areas at the Coulsdon Campus had benefited from support from Croydon Campus staff. Teaching for sport students would extend later into July to support these students to achieve following a difficult start to the year.

Teaching learning and assessment

This term was very busy with exams at the Coulsdon Campus, especially as this year was the first year, due to exams not running during the pandemic, that the campus has administered Regulated Qualification Framework (RQF) exams. The differing requirements of each set task and exam had been a challenge to manage. Attendance at exams had improved significantly from the January exam series.

Lesson observations had been completed for all teaching staff at the campus with the exception of two managers. The main areas where further work was required were to ensure that lessons were consistently good and that lessons were planned so that weaker students were supported to achieve.

Student voice

A subject specific student survey had been undertaken at the Coulsdon Campus in the Spring Term. The survey results overall showed some slight improvement, when compared to the earlier survey, on Teaching and Learning and Tests/Assessment, but not on Quality Assurance.

However, when broken down into Faculties, Creative Arts was the highest performing area for student feedback and had a quartile rating of C. Within this teaching and learning were rated B overall, with As for class organisation and exams and assessment. Health, Sport and Public Services was the only area where student feedback had declined across all areas. This was being addressed as outlined above.

Subsequent to this survey, Coulsdon students had participated in a College wide QDP survey. The results of this would be presented to the Croydon College LQC and would be circulated to members of the Coulsdon Campus LQC who were not members of the Croydon College LQC. Overall ratings at the Coulsdon Campus were still in Quartile D and improving this would be a significant challenge for 2022/23.

Action: P&CEO/DoG to circulate results of College wide QDP survey to members of Coulsdon Campus LQC

The curriculum

The curriculum at the Coulsdon Campus would be changing in 2022/23 to better support student progress. Level 2 students would study a more substantial qualification alongside English and/or Maths, better enabling them to progress to Level 3. Level 3 students who were not doing A levels would study a more substantial diploma qualification supporting better progress to Year 13 and on to University. Students would not be allowed to study three Level 3 Certificates, as this reduced progression opportunities.

In 2022/23, there would be a wider offer available to students including sports, performance, and media/IT masterclasses aimed at enhancing their programme

	<p>of study. This would be in addition to the Laser and EPQ qualifications. Online courses aligned to students' career aspirations would also be available.</p> <p>Committee members indicated that they now had greater assurance that the issues at the Coulsdon Campus were being tackled effectively and that more robust control systems were in place. These would need to be supported by clear messages to staff about cultural change. The P&CEO indicated that every effort would be made to ensure a positive start to the new academic year, with new systems in place.</p> <p>The Committee noted that even with the withdrawal of a significant number of students with very low attendance, attendance rates were still only at 75% at best and there should be no complacency about this issue going into 2022/23. The SAR process should be used to plan attendance actions for 2022/23 as well as identifying which had been most effective in 2021/22.</p> <p>The Committee asked how well the new pathway structure would map to the current faculty structure and stressed the importance of comparative data between 2021/22 and 2022/23 in key areas such as attendance, retention and achievement. The P&CEO explained that the Coulsdon Campus was relatively small, so providing comparative data should be relatively straightforward.</p> <p>The Committee <u>discussed</u> the Principal's report.</p>
6.	<p>Safeguarding Interim Report 2021/22 - Coulsdon Campus</p> <p>The VE&Q emphasised that mental health referrals were increasing across the sector. On a positive note, all Looked After Children had been retained and attendance for this group was above average. Almost one third of students were receiving some kind of financial support and this group also had higher than average attendance. There had been no further action in respect of two LADO referrals.</p> <p>The Mental Health Trailblazer project was expected to continue into 2022/23 and a number of students had been trained as Mental Health Ambassadors and would act as a point of contact and support for their peers.</p> <p>A sexual harassment & abuse survey had been rolled out across the whole College in May 2022. 11.5% of respondents reported having experienced sexual harassment at College, and 14.8% reported having witnessed sexual harassment at College, with sexual comments, jokes and taunting being the highest type experienced in both categories. This behaviour needed to be challenged directly and there would be a session on this at staff learning week.</p> <p>The Lead Governor for Safeguarding expressed concern that only 58% of respondents believed that the College took reports of sexual harassment seriously and only 46% felt the College was effective at dealing with reports. The data had not yet been analysed in detail, but the VPE&Q agreed that these figures were concerning. Focus groups would be taking place with students to look into this issue in more detail.</p> <p>The Committee <u>discussed</u> the safeguarding interim report.</p>
7.	<p>Student Governor's Report</p>

	<p>The Student Governor indicated that she had had less contact with students generally this term because of exam commitments. However, following a recent meeting, the feedback was that students felt safe on campus. Students also felt that BTECs were prioritised over A Levels, that arrangements at the Coulsdon Campus were disorganised and that the Croydon Campus was prioritised. There had been a lot of student dissatisfaction with the EPQ, which had been a significant contributor to low attendance.</p> <p>The third student conference had taken place. Attendance had been lower than previously and there was a feeling that motivation decreased as the year progressed; particularly for second year students.</p> <p>The Committee noted the issues raised by the Student Governor.</p>
8.	<p>Operational and Quality Improvement Plan 2020/21 – Coulsdon Campus</p> <p>A question was raised about the low level of applications for the T level Science course due to be run from 2022/23. The P&CEO reported that the team were reviewing current applicants for similar courses to see if the T Level might be suitable for some of those students. The course would not be able to run unless there was a viable cohort, but existing applicants could transfer onto relevant A Level courses.</p> <p>Finding suitable industrial placements for this course was a significant issue as the course required laboratory placements, which did not appear to be available locally. Generally, the uptake of industrial placements was low. The placements were unpaid and many students had jobs outside College. It would need to be made clearer to students that industrial placements were a core part of the study programme.</p> <p>The Committee noted the updates to Strategic Objective Two relating to the Coulsdon Campus for 2021/22.</p>
9.	<p>Policies</p> <p>The Committee noted the proposed amendments to the Learning and Quality Policy and Framework and the Positive Behaviour Policy.</p>
10.	<p>Committee Risk Register (Strategic Risk Two)</p> <p>The P&CEO reported that the score for risk 2.3 had increased to 15 making this a high risk. This risk included <i>“failure to meet targets for key performance indicators including; student outcomes, attendance, retention, pass rates and value added”</i>. The reasons for the increase to the risk rating and the mitigations put in place were discussed under item 5.</p> <p>The score for risk 2.4 <i>“providing a curriculum and activities which support progression) had increased”</i> had increased to 12 making this a potential concern. From 2022/23, students would have access to a wider range of activities such as sport and a range of online courses, in addition to the EPQ and Laser qualifications. The Chair asked what input students had had to the extension of the study programme. The P&CEO reported that she had had informal discussions with students.</p>

	<p>The next deep dive would continue to focus on attendance and the trajectory from the start of the Autumn term.</p> <p>Action: P&CEO/DoG deep dive to continue to focus on attendance and the trajectory from the start of the Autumn term</p> <p>The Committee <u>discussed</u> the updates to Strategic Risk Two and <u>agreed</u> to recommend them to the Audit Committee for consideration.</p>
11.	<p>Impact of Governors</p> <p>This issue had been raised by one of the Committee members because of the frequency with which this issue was raised at Ofsted briefings. How could members of the Committee be sure they were making a difference? The VPE&Q suggested that the deep dives could be used to show the impact of Governors on areas where improvement was needed.</p> <p>Members emphasised the important of in person visits and meeting staff and students. A further opportunity would be arranged for Governors to visit the Coulsdon Campus in the Autumn term. The P&EO would invite Margaret Bird to meet with her/the Coulsdon Principal and visit the campus termly as had happened in the past.</p> <p>The Staff Governor indicated that staff and students always welcomed interest from Governors and suggested that Governors should formally report back on their visits.</p> <p>Action: DoG to arrange an opportunity for Governors to visit the Coulsdon Campus in the Autumn term</p> <p>Action: P&CEO to invite Margaret Bird to meet with her/the Coulsdon Principal and visit the campus termly</p>
12.	<p>Annual Review of Terms of Reference</p> <p>The Committee <u>agreed</u> that there should be no change to the current terms of reference for the committee.</p>
13.	<p>Post Meeting Evaluation</p> <p>There were no comments on the meeting.</p>
14.	<p>Dates of Future meetings</p> <p>The Committee <u>noted</u> the dates as follows:</p> <p>Wednesday 2 November 2022 6pm – 8pm in person at the Coulsdon Campus Wednesday 1 March 2023 6pm – 8pm online Wednesday 21 June 2023 6pm – 8pm online (amended date)</p> <p>Action: DoG – first hour of the November 2022 meeting to be spent reviewing the Coulsdon Campus SAR and the second hour on normal business</p>

15.	Other Business The Committee thanked all the staff at both the Coulsdon and Croydon Campus who had worked to support students and implement new systems at the Coulsdon Campus. The Committee thanked the Student Governor for her contribution during the year and wished her well at University.
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Approved as an accurate record by the Coulsdon Campus Learning and Quality Committee at its meeting on 2 November 2022.

*Clare Mitchell
Director of Governance*