



Croydon
College



COULSDON
SIXTH FORM COLLEGE



Croydon
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Centre

COULSDON CAMPUS LEARNING AND QUALITY COMMITTEE MEETING
Wednesday 2 November 2022 at 6.00pm
Board Room, Coulsdon Campus

MINUTES

- Present:** Claudine Reid (Chair)
Caireen Mitchell (Principal & CEO)
Jean Cook
Andy Wilson
Soumick Dey
Tony Stevenson (Chair of Board of Governors)
Mario Cuba (Student Governor, Coulsdon)
Yvonne White (Staff Governor, Coulsdon)
Margaret Bird (Co-opted member)
- Attendees:** Stuart Barlow, Principal. Coulsdon College (CP)
Martin Silverwood, Vice-Principal Education and Quality
Natasha Sethna, Interim Quality Manager, Coulsdon Campus
- Clerk:** Clare Mitchell, Director of Governance

1.	Apologies for Absence There were no apologies for absence.
2.	Declarations of Interest There were no declarations of interest.
3.	Minutes of the Coulsdon LQC Meeting held on 22 June 2022 The minutes of this meeting were agreed as a correct record.
4.	Matters Arising from the Minutes not on the Agenda The Committee noted the updated action list. Re Item 6, the Lead Governor for Safeguarding asked about the outcome of the focus groups, which were due to take place following the results of the sexual harassment and abuse survey. The VPE&Q indicated that a number of actions had taken place to address this issue, but the focus groups had not yet taken place.
5.	Principal's Report – Coulsdon Campus The Committee noted that Stuart Barlow's appointment to the role of Principal of Coulsdon Campus on a permanent basis had taken effect at the start of the week. The CP's report had been updated following the October Board meeting. Attendance at students' main curriculum sessions was now above 75% in the majority of areas. This was a result of timetabling clashes being addressed, students who had changed subjects being issued new timetables, improved monitoring of at risk students and withdrawn students being removed from the data. There were still issues with attendance in health and service industries. Staff recruitment was currently taking place in this area. Attendance at enrichment, tutorial and support was significantly lower than the main curriculum areas; skills workshops had been added to timetables after the start of term. Attendance in

these areas would improve but was unlikely to reach the same level as the main curriculum areas. The new tutor team was now focused on contacting parents and working with them to improve individual students' attendance.

The Committee noted the less than ideal start to the 2022/23 academic year. Similar issues re timetabling and preparation for the start of the year had occurred at the start of 2021/22 and the Committee had been assured that they would be addressed. The P&CEO explained that the issues that had arisen at the start of this year were different from those which had been experienced at the start of 2021/22. The timetabling clashes between curriculum areas that had occurred in 2020/21 had not reoccurred in 2021/22. In future there would be MIS and exam support onsite at the Coulsdon Campus and management staff would be preparing for the start of the 2023/24 academic year over the Summer break.

This report included the final achievement data for the Coulsdon Campus. However, there was very little change from the figures reported to the Board in October. The target for 2022/23 was an achievement rate of 78%. This would be achieved through a greater focus on individual students, on teaching and learning in the classroom and making sure that students were well prepared for and attended exams and assessments.

There would a focus on management training and development and individual staff performance management. There would be staff progress reviews every three weeks as well as three weekly reviews of at risk students.

The CP had identified the need for a permanent quality manager at the Coulsdon Campus. Natasha Sethna (NS) currently held this role on an interim basis. NS provided the Committee with an update on her four weeks in post to date. There was good collaboration and support within the management team and an understanding that change was needed. To date NS had undertaken 10 full lesson observations and all teaching staff would have been observed by the end of November. Robust feedback was being given to staff on an individual basis with action plans. Learning spot checks would also be taking place weekly to ensure there was consistency in the standard of teaching and learning and teachers would also receive feedback from these. To date, teachers had been positive about the feedback received and the need for change. Interviews were also taking place with students about their classes and feedback had been fairly positive to date.

One to ones were taking place with individual teachers with support from the Teaching and Learning Mentors and the Heads and Deputy Heads of Pathway. Generic training sessions were also being provided and there would be a staff training day on 25 November.

The Committee discussed which metrics would be helpful in terms of monitoring improvements in performance. The following were suggested as part of a dashboard to be presented to the Committee:

- No of student interventions;
- No of lesson observations taken place;
- No of staff training sessions;
- No of staff on performance improvement plans;
- In year milestones to monitor progress towards year end targets;
- Attendance at and performance in the November and January examinations;

	<ul style="list-style-type: none"> • Metrics relating to student voice (e.g. feedback on lessons) and quality of assignments; • QDP survey results and distance travelled since last survey; • Complaints – either from students/parents or from the local community. <p>The P&CEO reported that a Governor Dashboard was being developed. Once this was available a monthly snapshot of data would be uploaded on the Governors' Portal. The Committee emphasised the importance of focusing on measures that demonstrated the impact of the changes that were being made rather than focusing on process.</p> <p>Action: CP/VPE&Q dashboard of learning and quality metrics to be provided to the next meeting of the Committee</p> <p>There was now a general acceptance of the need for change and that the pathway structure introduced in the Summer term was the correct one.</p> <p>The Committee asked what support would be put in place to help students who had been in Year 12 in 2021/22 and had now started Year 13. The P&CEO explained that additional tuition was being provided to help students to achieve, including resitting examinations and redoing assignment work if required.</p> <p>The CP's full presentation would be circulated to the Committee outside the meeting.</p> <p>ACTION: DoG to circulate the CP's presentation to members of the Committee</p> <p>The Committee <u>discussed</u> the CP's report.</p>
6.	<p>Coulsdon Campus Self-Assessment Report 2021/22</p> <p>The Committee noted that the SAR was in final draft form and had been subject to internal moderation.</p> <p>Although overall achievement rates had been low in 2021/22, achievement had been good in A-Level programmes in Art & Design, A Geography, English Language & Literature, and Chemistry. However, value-added data showed that, for most programmes, students did not make sufficient progress.</p> <p>The Quality Improvement Plan attached to the CP's report had been developed to address the issues at the Coulsdon Campus. The actions in the plan in relation to achievement had been discussed at the October Board meeting and in the discussion under Item 5 above. The Committee queried whether the staff development programme that was now in place came over strongly enough in the QIP.</p> <p>Action: CP to strengthen the detail on the improvement in teaching and learning and staff development section of the QIP.</p> <p>The Committee commented that the behaviour and attitude section of the SAR could be clearer about the proportion of students that had very poor attendance and punctuality, what the behaviour problems were and how they were now being addressed. The concerns re attendance should be contained within one area of the SAR.</p>

	<p>Action: CP to review the behaviour and attitude section of the SAR</p> <p>The Committee commented that the statement related to quality of leadership and management was too strong and should be reviewed.</p> <p>Action: CP to review the statement related to the quality of leadership and management in the SAR</p> <p>The Committee asked for a clear statement on the four top improvement priorities for the year in the introduction to the SAR. It would also be helpful to focus papers to the Committee on these priorities and the outcomes that were expected.</p> <p>The Committee expressed concern that it had agreed to a Grade 2 rating for the Coulsdon Campus for the 2020/21 SAR given the seriousness of the issues raised in the 2021/22 SAR, the low achievement rates and the proposed ratings for 2021/22.</p> <p>The Committee discussed the SAR for 2021/22 and the detailed plan to implement the 2022/23 Quality Improvement Plan.</p>
7.	<p>Annual Safeguarding Report 2021/22 - Coulsdon Campus</p> <p>The VPE&Q introduced the annual report and highlighted the staff training event on dealing with sexual harassment. There had been a very significant increase in the number of referral during the year, with the majority of the increase being in mental health referrals. This was a trend across the sector.</p> <p>There had been fewer Looked After Children (LACs) at the Coulsdon Campus in 2021/22 but retention of this group of students had declined. An enhanced withdrawal process had been introduced to address this. The Safeguarding team was now involved prior to any decision to withdraw a LAC to ensure that everything possible had been done to support the student.</p> <p>The Committee discussed the annual safeguarding report.</p>
8.	<p>Student Governor's Report</p> <p>The Student Governor indicated that the Student Executive was hoping to organise a fundraising event across both campuses. In relation to the EPQ, a number of students had had this qualification withdrawn from their timetables and some would have liked to continue with it.</p> <p>Anecdotally, there seemed to be an inconsistent application of the Supporting Positive Behaviour Policy with some students with lower attendance not being subject to the interventions in the policy. If a tutor was unable to attend a lesson, they should set work for the class. More educational and reward trips would be helpful. Durags should be permitted headwear. The revision sessions and workshops that were taking place were helpful and should improve achievement.</p> <p>The Committee asked the Student Governor, who was in his second year, if he had seen improvements at the Coulsdon Campus between 2021/22 and the current term. The Student Governor reported that there was more focus from teachers on students in Year 13. More feedback was being provided on work, which was helpful. The student body in general did see improvements this year</p>

	<p>with the new student common room, an improved student enrichment programme and university trips.</p> <p>The Committee noted the issues raised by the Student Governor.</p>
9.	<p>Annual Compliments and Complaints Report 2021/22 – Coulsdon Campus</p> <p>The CP introduced the report. In his experience, the number of formal complaints in 2021/22 was low given the number of students. The low numbers made it difficult to see any patterns. However, there had been a larger number of informal complaints from individuals in the local area about the behaviour of students. This issue was being tackled in 2022/23 through clear behavioural expectations for students, which were being enforced.</p> <p>The Committee noted the report.</p>
10.	<p>Policies</p> <p>The Committee noted that the proposed amendments to Safeguarding and Prevent Policy would be discussed at the Croydon College LQC meeting on 8 November 2022.</p>
11.	<p>Committee Risk Register (Strategic Risk Two)</p> <p>The CP indicated that there was a high level of risk in some areas but at the current time it appeared that the controls were working and risk were being mitigated as far as possible. Over time it should be possible to bring all risks down to acceptable. Progress and remedial actions would be included in future updates. Where the risk scoring had reduced, this was because the improvement actions that were taking place had reduced the probability of the risk materialising</p> <p>The next risk deep dive would focus on the results of the November 2022 QDP survey and the new dashboard.</p> <p>Action: VPE&Q/CP risk deep dive to focus on the results of the November QDP survey and the new dashboard</p> <p>The Committee discussed the updates to Strategic Risk Two and agreed to recommend them to the Audit Committee for consideration.</p>
13.	<p>Post Meeting Evaluation/Committee Self-Assessment</p> <p>The DoG referenced comments made by Governors in the 2021/22 self-assessment questionnaire about the need to improve the effectiveness of the LQCs, particularly the Coulsdon Campus LQC, to make more room for Governor input, improve access to data and ensure an increased focus on outcomes. LQC effectiveness and the view there should be less input from staff and more from Governors had also been one of the themes from the individual Governor reviews. This would be addressed as part of the governance action plan which was being developed.</p>
14.	<p>Dates of Future meetings</p> <p>The Committee noted that there would be two additional meetings dates.</p>

	<p>Wednesday 25 January 2023 6pm – 8pm online Wednesday 1 March 2023 6pm – 8pm online Wednesday 26 April 2023 6pm – 8pm online Wednesday 21 June 2023 6pm – 8pm online</p> <p>Action: DoG to circulate invites for the two additional Coulsdon Campus LQC meetings.</p>
<p>15.</p>	<p>Other Business</p> <p>There were no items of other business.</p>

Approved as an accurate record by the Coulsdon Campus Learning and Quality Committee at its meeting on 1 March 2023.

*Clare Mitchell
 Director of Governance*