COULSDON CAMPUS LEARNING AND QUALITY COMMITTEE MEETING
Wednesday 26 April 2023 at 6.00pm
Board Room, Coulsdon Campus

MINUTES

Present:	Louise Cretton (Chair)
	Caireen Mitchell (Principal & CEO)
	Jean Cook
	Soumick Dey
	Tony Stevenson (Chair of Board of Governors)
	Yvonne White (Staff Governor, Coulsdon Campus)
Attendees:	Aisha-Iman Grant (Deputy President, Coulsdon Campus Student Executive) – Items 1- 4 and 7 only
	Stuart Barlow, Principal, Coulsdon College (CP)
	Martin Silverwood, Vice-Principal Education and Quality
Clerk:	Clare Mitchell, Director of Governance

1.	**Apologies for Absence** Apologies for absence were received from Andy Wilson and Mario Cuba, Student Governor for the Coulsdon Campus. The Committee welcomed Aisha-Iman Grant, Deputy Student Executive President, to the meeting. As the Student Governor was unable to attend the meeting, she would be providing a report from the Student Executive. This would be taken as the first substantive agenda item.
2.	**Declarations of Interest** There were no declarations of interest.
3.	**Minutes of Previous Meetings** i Minutes of the Coulsdon Campus LQC Meeting held on 1 March 2023 The minutes of the meeting on 1 March 2023 were **agreed** as a correct record. ii Confidential minutes of the Coulsdon Campus LQC Meeting held on 1 March 2023 The confidential minutes of the meeting on 1 March 2023 were **agreed** as a correct record.
4.	**Matters Arising from the Minutes not on the Agenda** The Committee **noted** the updated action list. The DoG provided an update on the two ongoing items as follows: #4 – this action related to providing comparative data to the Committee, including internal data from previous years and sector benchmarks. The Committee noted that comparative data from other Sixth Form Colleges was difficult to obtain. However, the CP was now receiving support from another Sixth Form Principals. It was agreed that this action should remain open.

	# - The DoG had meet with the Chair and the CP to discuss how the Committee could gain assurance that students were aware of changes to how behaviour and attitudes was addressed and to ensure that the Committee heard the student voice. Termly events would be arranged at both campuses from 2023/24 to allow Governors the opportunity to observe classes and meet with students and staff. Governors would be asked to report back to the relevant LQC. **Action: DoG to work with the Head of Student Experience to arrange termly opportunities at both campuses from 2023/24 for Governors to observe classes and meet students and staff.**
7.	**Student Governor's Report** The Deputy Student Executive President provided an update on behalf of the Student Governor on the following items: • The Student Executive at the Coulsdon Campus had held a number of events, including a Culture Day, which had been a celebration of diversity, and had included a fashion show. A video montage had been posted on Instagram and had received a high number of views and international attention. • There had been a high number of complaints from students who had arrived late for class and had been required to attend "late assemblies", which had meant that they had missed more lesson time. • Including preferred names and pronouns on College systems for students who were gender non-conforming or trans would be more inclusive and help these students integrate into the College. • There should be more sex education that was relevant to non-heterosexual students and tutorials in black history month should focus on the experience of black people in the UK, such as Windrush, rather than the experience of black people in America. Topics addressed in assemblies or tutorials could be triggering for some students and it would be helpful if the subject matter was flagged in advance. • Student enrichment opportunities needed to be improved. Few clubs received support from staff and this had implications e.g. for access to rooms. The Committee discussed the issues raised. The CP reported that students could now arrange to have their preferred names on their College ID. The VPE&Q would speak to the Director of MIS about recording students' preferred names as well as their legal names on College systems. Students' legal names would still be required for official purposes such as qualification certificates. The Committee asked how many students this impacted. **Action: VPE&Q to speak to the Director of MIS about recording students' preferred names as well as their legal names on College systems** The VPE&Q would also pass on comments on the tutorial programme and enrichment activities.

	Action: VPE&Q to pass on the Deputy Student President's comments on the tutorial programme and enrichment activities to the relevant Task and Finish Group leads

The Deputy Student President raised concerns that the Student Representatives were not supporting the Student Executive e.g. with the organisation of student events. The CP indicated that this was likely to be the results of a lack of clarity about the role, which should be addressed by the Student Experience team. However, Student Experience posts had proved difficult to recruit. The VPE&Q reported that offers had recently been made and there should be more capacity within the Student Experience team by the end of May 2023.

The Chair thanked the Student Executive for their work and the Deputy Student Executive President for raising these issues.

The CP reported that feedback from student focus groups was that more work was needed on the tutorial programme in some areas e.g. to address the needs of LGBTQ students. However, it was important that students were prepared for the environments they would encounter after College, in either work or HE.

The Committee **noted** the report. |
| 5. | **See confidential minutes** |
| 6. | **Principal's Report – Coulsdon Campus**

The CP reported that he had given a verbal update on the data provided in this report at the March Board meeting. The main area of concern re attendance was the health and service industries pathway. Three new staff had recently started in this pathway. Student achievement was predicted to be below the 78% KPI in this pathway, balanced out by higher achievement rates in other pathways.

Teams had been given the goal of 90% of the remaining students' passing their courses. Teams were working well together to accommodate exam arrangements.

Decisions on staff whose performance was being monitored would be made following reviews to be held shortly. Teaching staff had been assessed by an inspector and supported by teaching and learning mentors to improve their practice.

The results of the Spring term QDP were appended to the report. Questions on safeguarding and wellbeing had been added to this QDP survey. Following the results, the interim Quality Manager had held focus groups to identify actions that could be taken forward into the next academic year.

The Committee raised concerns that five of the 22 students registered to sit the Foundation Skills Level 1 examination in maths had not attended and of the 17 that sat the exam, only five had passed. The CP reported that Foundation Skills had been reintroduced into the curriculum in 2022/23 to enable those students who were unlikely to achieve a Grade 4 in GCSE maths to achieve a qualification. Support had been provided to the teacher and improvements were now being made to ensure that students resitting this examination in the Summer were better supported to achieve. The Committee expressed concern that students had not sat a mock examination and that issues with the teaching of the course had not been picked up during lesson observations. The CP assured them that lesson observations in 2023/24 would be targeted at the highest risk areas. |

The CP explained that A level predicted achievement was based on mock examinations. Predicted achievement for BTECs was based on teachers' predictions. There was a significant degree of confidence in the predictions for achievement in the STEM, business and creative pathways, but less so in health and social care, sport and public services, which were areas where achievement was expected to be lower.

The Committee expressed concern about the responses to the safeguarding and wellbeing questions, particularly from students in the health and service industries pathway. The CP indicated that there had been issues with tutorial in this pathway. Tutorials were delivered by pastoral tutors rather than teachers. The need for training for these tutors to improve their delivery skills had been identified mid-year but had taken time to implement. The Chair emphasised the need to increase the pace of change in all areas.

The Chair emphasised the importance of cultural change, which had been discussed briefly at the Governor Day in March 2023. This would define standards/values and ways of working at Croydon College, which would apply across both campuses to both staff and students.

The P&CEO reported that work on cultural change would start this term. Staff would be consulted on standards for teaching and learning and a coaching culture would be introduced both between staff and between staff and students. There would also be a managers conference at the end of June. The P&CEO would also like to review the values that had been agreed across both campuses at merger.

Action: P&CEO to outline proposals on cultural change to the Board

The Chair noted that the current Strategic Plan was due to end in 2024 and that the Board needed to start work on the strategic vision for the College and the development of a new strategic plan.

Action: Chair of Board/P&CEO to put forward proposals and a timescale for developing the College's strategic vision and a new strategic plan

The CP highlighted the next steps in the report. A lot of planning had been undertaken to ensure the new academic year started well. Discussions had taken place about reducing managers' teaching commitments in 2023/24 so that they could focus on their management role.

The Chair emphasised the importance of a step change in the effectiveness of both management and teaching and the need for this to be implemented quickly, both to support students and to meet the requirements of Ofsted. The Chair also noted that there were difficulties recruiting to some non-academic posts at Coulsdon, which were key to improving support for students and improving enrichment opportunities. She noted that the College as a whole had significant reserves and proposed that budget planning for 2023/24 should consider the need to invest in recruitment to fill key posts and supporting the development of teachers and management so that by the end of that academic year significant progress would have been achieved.

The P&CEO stated that current budget planning was expected to result in a deficit budget for 2023/24. If the College was unable to generate more income, any additional costs included in the 2023/24 budget could not be carried into future years. Teaching hours would be reduced for key management staff in 2023/24 but

this would need to change at some point in the future. The coaching programme and cultural change would also need to be included in the 2023/24 budget. The VPE&Q explained that the draft budget for 2023/24 included two full time Quality Manager roles and a full time TLM. The budget for staff development had also been doubled. The P&CEO indicated that there was also the possibility of funding some additional staff development in 2022/23. Negotiations were underway with the Unions about an increase in teaching hours at the Coulsdon Campus in 2023/24.

The Staff Governor asked for consideration to be given to ensuring staff had the tools that they needed to teach effectively. The VPE&Q indicated that this would be reviewed by the task and finish group on the teaching framework and the ongoing work on the classroom of the future.

The Chair of the Governing Body noted that there was considerable uncertainty about the level of next year's staff pay increase and that there had only been a 2.5% increase in funding rates for 16-18 year old students. It was important that improvements were made quickly so that enrolments did not fall year on year, reducing future income.

The Chair asked whether the CP expected all staff vacancies to be filled by the start of 2023/24. The CP indicated that where vacancies were known, they would be filled, but it was likely that there would be further staff vacancies. Recruitment was challenging because of the pay gap between schools and Colleges. However, the Coulsdon Campus was in a better position than twelve months previously in terms of recruitment.

The Chair asked members to consider if there was any further data that the Committee should see in 2023/24 that would enable them to identify areas which required more focus and would show improvements in teaching and learning. The CP asked how members would like to be more engaged with the Coulsdon Campus and suggested inviting Governors to attend the Pathway level review meetings due to take place in the Summer term. The Chair of the Board noted that there was a need for Governors to spend more time at both campuses, but this could be difficult for those in full time work. He thanked Jean Cook, who would be retiring from the Board on 31 August 2023 after eight years, for her commitment to visiting both campuses.

Action: CP/DoG to invite Governors to attend the Pathway level review meetings due to take place in the Summer term

It was agreed that there would be an item on the agenda for the next meeting to discuss how Governors and the Executive could track progress at the Coulsdon Campus more effectively.

Action: DoG - Item on the agenda for the next meeting to discuss how Governors and the Executive could track progress at the Coulsdon Campus more effectively

The Committee discussed the long distances that students at the Coulsdon Campus travelled to attend College and the reasons for this. The P&CEO agreed to share data on the distances travelled by students. The Committee's view was that the development of the College's new strategy should include a discussion about the offer at the Coulsdon Campus and how best to support students who had not yet achieved L2 English and Maths.

	Action: P&CEO to share data on distance travelled by students The Committee **discussed** the CP's report.
7.	**Post Meeting Evaluation** The Chair noted that this was Margaret Bird's last meeting as a co-opted member of the Coulsdon Campus LQC. The CP gave his personal thanks to Margaret Bird for her support since he had come into post.
8.	**Dates of Future meetings** Wednesday 21 June 2023 6pm – 8pm in person at the Coulsdon Campus
9.	**Other Business** There were no items of other business.