



Croydon
College



COULSDON
SIXTH FORM COLLEGE



Croydon
University
Centre

CROYDON COLLEGE LEARNING AND QUALITY COMMITTEE MEETING
Wednesday 28 June 2023 at 6.00pm
Room 405B, Croydon Campus

MINUTES

Present: Andy Wilson (Chair)
Caireen Mitchell
Jean Cook
Louise Cretton
Terrance James (Staff Governor, Croydon)

Attendees: Martin Silverwood, Vice Principal Quality and Student Services
Natalie Garner, Vice-Principal Adults, Vocational and Skills
Robert Bates, Vice Principal Young People and High Needs

Clerk: Nichole Sansome, Executive Office Business Manager

1.	<p>Apologies for Absence</p> <p>Apologies for absence were received from Soumick Dey, and Clare Mitchell, Director of Governance. Nichole Sansome would be acting as clerk for the meeting.</p> <p>Due to the time of year with students having largely finished college there were no student Governors present, the Committee noted that there would be no Student Governors Report at Item 11.</p>
2.	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>
3.	<p>Minutes of Meetings</p> <p>The minutes of the meeting held on 15 March 2023 were agreed as a correct record subject to one typographical amendment.</p>
4.	<p>Matters Arising from the Minutes not on the Agenda</p> <p>The Committee noted the updated action list. Updates to actions would be taken during the meeting.</p>
5.	<p>Governors Dashboard</p> <p>In a change to item order agreed with the Chair the VPQ&SS presented the Governors Dashboard which was accessible via the Information Library on the Governors Portal. It was noted that the dashboard was not a live document, and a decision was required as to how often the version saved there should be updated.</p> <p>The VPQ&SS explained that year on year comparisons, and targets would be built into the dashboard for future versions to monitor progress more easily.</p>

	<p>Louise Cretton asked the VPQ&SS to include rag ratings once targets were set, with ratings based on a deviation from target scale. The VPQ&SS confirmed this should be possible, noting targets for 23/24 and aspirational targets for 24/25 were yet to be set.</p> <p>Action – VPQ&SS to work with MIS to build ragging capability into dashboard.</p> <p>The Committee went on to discuss the use and application of the dashboard, whilst some data including attendance and enrolment would change daily, there would be more measurable change with a monthly or half-termly update.</p> <p>The P&CEO explained the intention to headline each LQC and Board meeting with the dashboard and provide verbal narrative to minimise written reporting. The Chair was clear that the dashboard should streamline and focus reporting and not become another progress monitoring tool.</p> <p>Terrance James asked whether the dashboard would be accessible to the wider staff group as well. The VPQ&SS confirmed all staff have access to a KPI dashboard which is more relevant for their use. The P&CEO explained there was a need to revisit the KPI dashboard and consider how to better use the intranet to share progress. The end of year position would be uploaded to the intranet with comparison data.</p> <p>Action – P&CEO and VPQ&SS to ensure an end of year position data set for 22/23 is available to Governors via the intranet during the Autumn Term.</p>
6.	<p>Update on FE Commissioner Intervention Visit</p> <p>The P&CEO presented the update, noting the draft report following the recent Further Education Commissioner (FEC) intervention visit was due within the next two weeks.</p> <p>The FEC visit was felt to have gone well, and a lot of support had been provided, or offered to help the college on its journey to Good. The draft recommendations received linked to work that was already underway or planned for the next academic year including the Teaching & Learning Project at Coulsdon.</p> <p>Work to consult on and set a new strategic plan for 2024-2029 would be accelerated, with a focus on harmonising the campuses to create one college. The P&CEO outlined the need for external help with the workplace culture change required, but that progress in harmonising the teams would start with the Management Away Day planned on 30th June.</p> <p>The Chair felt the seven recommendations made sense, and asked how they would feed into the SIP, and whether Governors would be responsible for managing progress.</p> <p>The P&CEO confirmed that the recommendations within this update, and those from Item 5 would be combined into a high-level monitoring document with oversight linked to a relevant committee.</p> <p>The Chair emphasised the need to be clear on responsibilities and which committees had a role on oversight of the various areas for improvement.</p>

	<p>The Committee discussed the regularity of meetings and whether the current frequency was sufficient to adequately monitor progress. The Chair was conscious of the risk of stepping into management of progress if the Committee met more regularly, and felt it was more likely that the pattern of meetings may need to change based on the timing of further FEC and Ofsted visits.</p> <p>Action – The P&CEO and DoG to consider whether committee dates should adjust to fall around the timing of intervention and monitoring visits.</p> <p>The Chair asked about a requirement to hold an exceptional meeting if achievement data did not hit the targets set for 2022/23. The Principal & CEO noted a Coulsdon LQC meeting would take place on 11 October, which would be prior to further intervention or monitoring visits. With membership of the two Committees being largely the same the Chair suggested adding a Part 2 meeting to discuss Croydon achievement data, or otherwise arrange for the Croydon LQC to have an exceptional meeting prior to the Board meeting planned for 18 October.</p> <p>Action – Once achievement outcomes are known the P&CEO and DoG to make a recommendation to the Chair about requirements for an exceptional meeting.</p> <p>The Committee <u>discussed</u> the report.</p>
7.	<p>Single Improvement Plan</p> <p>As the SIP had been discussed during the previous item it was not discussed further here – other than to confirm the document would now be called the Quality Improvement Plan (QIP), with Single Improvement Plan (SIP) being the high-level monitoring document Committee would have oversight of.</p>
8.	<p>Key Issues Report</p> <p>The Chair was pleased to have a briefer report supported by data and asked the VPQ&SS to focus on the areas of concern.</p> <p>The VPQ&SS focussed on Teaching & Learning, noting concerns in this area differed by campus – a lack of engaging lessons across Coulsdon as a whole, and the need to raise the teaching quality across Building Engineering and Technical Professions (BETP) school area at Croydon. Both directly impacting attendance and corroborated by a recent external review. The VPQ&SS ran through the various actions being taken to address these concerns as outlined in the paper.</p> <p>Terrance James (Staff Governor, Croydon) who works within the BETP school area shared that he had seen improved results since attendance rates had increased.</p> <p>Louise Cretton queried whether management staff were equipped to handle exits properly and efficiently when needed. The VPQ&SS offered assurance that coaching was available to managers at both campuses.</p> <p>The Committee <u>discussed</u> the report.</p>
9.	<p>Update on the Qualification Landscape</p> <p>The VPAV&S presented the paper which outlined the reformation of the qualification landscape following the publication of the Jobs for Skills white paper</p>

	<p>in January 2021 which targeted upskilling the workforce and reviewing the effectiveness of L2-3 qualifications. The VPAV&S outlined the steps the college had taken to assess the impact to its learners, which included reviewing the L3 qualifications which overlap T-Levels and will ultimately be defunded in 2025/26.</p> <p>The Chair asked whether any specific overlaps had been identified. The two key concerns identified were a lack of alignment for Business and Science, and more broadly that Croydon College students typically have lower starting points than the qualification requirements for T-Levels (5 GCSE's).</p> <p>The VPQ&SS added that an exercise was being undertaken with MIS to map defunded qualifications and explained that whilst Business was manageable, the Science T-Levels offered were laboratory science, and food science, neither of which linked to medical science which is more sought after at the college.</p> <p>The P&CEO shared other concerns linked to T-Levels;</p> <ul style="list-style-type: none"> • Students did not see the value of an unpaid industrial placement when many of them were already working to support their household. • Students were a hard sell for employers. • The college have historically had mixed groups of young people and adults on some qualifications. As adults do not qualify for T-Levels there would be double the number of classes, with smaller groups. <p>Despite echoes around the sector the issues with the structure of qualifications were not being heard by the current government.</p> <p>The Committee discussed the report including the timing of the changes and anticipated financial impact. They discussed whether to consider a private market for 16-18 BTech to give the College a USP. The Chair agreed there should be further discussion once the landscape becomes clearer.</p> <p>Action – Executive to make recommendation to the DoG on timing for the item to be included for further discussion.</p>
10.	<p>Safeguarding Update (Whole College)</p> <p>The VPQ&SS presented the report, noting two trends, a high number of referrals for wellbeing, and a jump in the number of safeguarding referrals by 89 – largely linked to external factors including students being displaced, county lines and domestic abuse.</p> <p>The VPQ&SS updated that the college had recently commissioned support on the topics of; challenging relationships, county lines, and gang culture – resources from which would form part of the new Group Tutorial Framework for 2023/24.</p> <p>The Committee discussed the report. Louise Cretton asked about support for students during the term break. The VPE&SS provided assurance that support measures would be in place throughout the summer, and students would be issued welfare packs ahead of the break.</p> <p>Louise Cretton requested that information on county lines be pulled out in future reports to ease monitoring of linked referrals.</p> <p>Action – the VPQ&SS to ensure data on county lines is pulled out of referral statistics for monitoring on future reports.</p>

11.	<p>Student Governor’s Report</p> <p>As there was no student governor present there was no verbal update provided.</p>
12.	<p>High Needs Review Recommendations</p> <p>The VPYP&HN presented the paper which outlined recommendations to improve the offer for High Needs students, noting Work Skills Shops had the capacity to be broader to ensure stakeholders know young people receive the right education and set destinations.</p> <p>The Committee discussed the report, what constitutes a high needs learner, and how the delivery of the provision is monitored given it had been an area of focus during the recent inspection.</p> <p>The P&CEO shared there has been high growth in the provision, an increase of 40 learners to 200 since 2019, generating £5m of income. She emphasised the need to get the delivery right with business enterprise being key to improvement.</p> <p>The Chair was satisfied that with the executive restructure progress in this area could be adequately monitored through the SAR.</p>
13.	<p>Higher Education</p> <p>i. Update on B3 Condition The VPAV&S confirmed there had been no outcome received following the OfS review into the college’s compliance with the B3 conditions. It remains the college position that the current year’s completion data should meet the OfS threshold.</p> <p>The Committee noted the update.</p> <p>ii. HE Quality Processes The VPAV&S outlined a proposed quality process which had been developed in collaboration between HE & Quality and tailored to satisfy the OfS B3 conditions, which required Committee approval for implementation.</p> <p>The Chair pointed out that the Terms of Reference provided at Appendix B did not include any lecturers or curriculum staff within the <i>Academic Planning and Quality Assurance</i> group. Subject to a revisit of membership of this group the proposed HE Quality Process was approved.</p> <p>Action – the VPAV&S to work with Head of HE to revisit membership of Academic Planning and Quality Assurance Group.</p>
14.	<p>AEB Subcontracting Rationale</p> <p>The rationale was in line with expectations with a reduction in AEB subcontracting and growth of the in-house provision. The rationale was recommended to the Board for approval.</p>

15.	<p>Policies</p> <p>i. Learning & Quality Framework The Chair was pleased to see the Framework included a range of methods to collect feedback and assess the effectiveness of learning and quality. The Chair sought assurance on identification of poor teaching performance, and subsequent performance management.</p> <p>The VPQ&SS confirmed an observation policy would be implemented alongside the framework, one method of identifying poor teaching practice and which would initially trigger additional support through the TLM team.</p> <p>The P&CEO added that data, including attendance by teacher, was monitored weekly at Executive meetings with an expectation that PIPs would be implemented for teachers who repeatedly have low attendance. The P&CEO reported the need to change the culture of PIP implementation, but noted use had been adopted more widely, with improvements seen as a result.</p> <p>The Chair requested that performance management linked to teaching and learning be included as a deep dive area for the next meeting.</p> <p>The Learning & Quality Framework was approved for implementation.</p> <p>Action – the VPQ&SS to report further on performance management linked to teaching and learning at the next meeting.</p> <p>ii. Positive Behaviour & Performance Policy 2023/24 The VPQ&SS highlighted the policy had been adjusted to include additional focus on attendance and the quality of students’ academic performance.</p> <p>The policy was approved for implementation.</p> <p>iii. Admissions & Progression Policy The policy had been adjusted in collaboration with the VPYP&HN to tighten language around EHCPs. The VPYP&HN reflected that an adjustment was required to point 4.2 to separate two key points.</p> <p>Subject to the change to point 4.2 the policy was approved for implementation.</p> <p>Action – VPE&SS and VPYP&HN to finalise policy for implementation.</p>
16.	<p>Committee Risk Register – Strategic Risks 1, 3 and 4.2</p> <p>i. Deep Dive Topic – QDP survey results on sexual harassment and related issues The VPQ&SS updated that following efforts to improve the feeling of inclusion within the college, satisfaction in this area had improved from 56% to 83% according to the latest QDP survey.</p> <p>The Chair queried whether students are taken through disciplinary procedures for cases linked to harassment. The VPQ&SS confirmed</p>

	<p>peer on peer abuse would lead to implementation of the Positive Behaviour Policy.</p> <p>The VPQ&SS highlighted that students feel safer on campus than in the community.</p> <p>ii. Focus of next deep dive As agreed under item 16 – performance management linked to teaching and learning would be the focus of the next deep dive.</p> <p>The Committee noted the updates to the risk register and approved Strategic Risks 1, 3 and 4.2 for submission to the Audit Committee.</p>
17.	<p>Review of Terms of Reference</p> <p>To review language linked to quality and monitoring documents and ensure they reflect the changed names to FEC linked documents alongside those already in use by the college.</p> <p>Action – the DoG to ensure the ToR refer to the correct monitoring documents throughout.</p>
18.	<p>Post Meeting Evaluation</p> <p>The Committee confirmed the meeting went well and updates demonstrated what the Governors Dashboard had indicated.</p> <p>The Chair took this opportunity to thank Jean Cook for her valued contribution to the committee as this would be her last meeting. The same thanks were noted for Soumick Dey in his absence.</p>
19.	<p>Dates of Future Meetings</p> <p>The dates of meetings were noted, including that they remain subject to change.</p>
20.	<p>Other Business</p> <p>There were no other items of business.</p>

Approved as an accurate record by the Croydon College Learning and Quality Committee at its meeting on 29 November 2023

*Clare Mitchell
Director of Governance*