



Croydon  
College



**COULSDON**  
SIXTH FORM COLLEGE



Croydon  
University  
Centre

**COULSDON CAMPUS LEARNING AND QUALITY COMMITTEE MEETING**  
**Wednesday 11 October 2023 at 6.00pm**  
**Board Room, Coulsdon Campus**

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**MINUTES**

- Present:** Louise Cretton (Chair)  
Caireen Mitchell (Principal & CEO)  
Andy Wilson  
Tony Stevenson (Chair of Board of Governors)  
Yvonne White (Staff Governor, Coulsdon Campus)
- Attendees:** Martin Silverwood, Interim Principal, Coulsdon Sixth Form College  
Rob Bates, Vice-Principal, Young People and High Needs
- Clerk:** Clare Mitchell, Director of Governance

<b>1.</b>	<p><b>Apologies for Absence</b></p> <p>The Chair welcomed members to the meeting.</p> <p>There were no apologies for absence. There would be a number of new members joining the Committee from the next meeting: Martin Bentham (External Governor), Rajhana (Ocean) McPherson Amah (Student Governor Coulsdon Campus) and Kevin Oakhill (Co-opted member).</p> <p>Edwin Dhauke from the DfE would be observing future meetings of this Committee.</p>
<b>2.</b>	<p><b>Declarations of Interest</b></p> <p>There were no declarations of interest.</p>
<b>3.</b>	<p><b>Minutes of Previous Meetings</b></p> <p>i Minutes of the Coulsdon Campus LQC Meeting held on 21 June 2023</p> <p>The minutes of the meeting on 21 June 2023 were <b><u>agreed</u></b> as a correct record.</p>
<b>4.</b>	<p><b>Matters Arising from the Minutes not on the Agenda</b></p> <p>The Committee <b><u>noted</u></b> the updated action list. The DoG gave an update on the following actions:</p> <p>#1 – the data dashboard would be posted monthly on the Governors’ Portal.</p> <p>#4 – there was now one QIP addressing both the Ofsted recommendations and other quality improvements.</p> <p>#5 – student feedback on tutorial content had been incorporated into the new tutorial programme.</p>

	<p>#6 and #7 – there would be a paper on the development of the new strategic plan at the Board meeting on 18 October 2023. This would include proposals on cultural change.</p> <p>#10 – remains under consideration</p> <p>#13 – the Chair and DoG had yet to discuss local representation on the Committee. Any suggestions would be welcomed.</p>
<p><b>5.</b></p>	<p><b>Single QIP Update</b></p> <p>The CP reported that a Single Quality Improvement Plan (QIP) had been produced covering the whole College. The QIP was aligned to the Single Improvement Plan (SIP), which had been generated in response to the outcome of the Ofsted inspection and FEC intervention.</p> <p>The QIP contained 10 key strategic priorities, each one having an executive lead. A monthly update would be provided to Governors via the Portal.</p> <p>Additional interventions were being put in place to provide support in the following areas:</p> <ul style="list-style-type: none"> <li>• Strategic Priority 1 – students arriving on time to learn.</li> <li>• Strategic Priority 9 – continue to strengthen employer engagement and ensure that all young learners have work related experience as part of their study plan. All 16-18 students should have work experience (WEX) included in their study programme.</li> </ul> <p>The Committee discussed the 10 strategic priorities within the QIP and noted that a significant number of existing staff were subject to performance management (strategic priority 3). If this was unsuccessful there could be a need for further staff recruitment. The Committee expressed concern about the impact this might have on students. Where possible the impact of any staff vacancies would be mitigated</p> <p>The VPYP&amp;HN gave an update on teaching and learning for high needs students at both campuses (strategic priority 5). In future, provision would be more entrepreneurial and project led. There would be new facilities where students could learn enterprise skills. The College would issue Recognising and Recording Progress and Achievement (RARPA) Certificates. These certificates were accepted by Ofsted and employers.</p> <p>There had been a significant increase in the number of high needs students over the last few years and there could be as many as 270 in 2023/24. There had been a significant number of students with Education and Health Care Plans (EHCPs) who had been walk in enrolments and funding would need to be arranged retrospectively with the relevant Local Authority.</p> <p>There was a shortage of Learning and Support Practitioners (LSPs) to support students with additional needs, but 25 new LSPs had recently been recruited. The Coulsdon Staff Governor commented that more LSPs were needed at the Coulsdon Campus.</p>

	<p>The VPYP&amp;HN reported that, in general, student behaviour was much improved at both campuses (strategic priority 7) thanks to clear expectations being set at the start of term.</p> <p>The LGBTQ groups had met at both campuses and there was evidence of an improvement in feelings of safety among learners (strategic priority 6). Work was taking place to address behaviour and attitudes among students in specific areas across the College. Resources were in place to support teachers and students to address any behavioural issues.</p> <p>Future updates to the Single QIP would include RAG ratings and direction of travel.</p> <p>The Committee <b>discussed</b> the Single Quality Improvement Plan</p>
6.	<p><b>Interim Principal’s Report – Coulsdon Campus</b></p> <p>The CP presented the report which addressed a number of issues including 2022/23 student outcomes. Achievement across the Coulsdon Campus was currently 69.4% and was expected to reach 70% (against a benchmark of 76%). The achievement figures would be finalised this week.</p> <p>Predicted achievement at the Coulsdon Campus had been far higher than actual achievement. The mock exams sat by students used papers from 2021/22, which had covered a limited syllabus and used a different marking scheme because of the disruption to learning caused by the pandemic. There had also been no validation of the performance on which predicted achievement had been based. In 2023/24 the mock papers would be from 2018/19 when the full syllabus had been covered.</p> <p>Achievement for A/S level and some smaller BTECs had been very poor. If A/S levels were excluded achievement for the campus rose to 72.5%. A number of courses had been withdrawn including all 30 credit diplomas and all A/S levels. Functional skills, hospitality and engineering would not be advertised in 2024/25.</p> <p>However, there were areas of good practice within the Coulsdon Campus where achievement was strong. Results in English and maths at L2 were above the national average.</p> <p>The Committee expressed serious concern that the assurances given to Governors about predicted achievement at the Coulsdon Campus had been so inaccurate. Lessons must be learnt from last year. Predictions had been much more accurate at the Croydon Campus and the Committee asked why this had been the case. The CP explained that there had been better use of mocks and better teaching and learning at the Croydon Campus. However, external assessment made up a larger proportion of the final grade at the Coulsdon Campus.</p> <p>In 2023/24 to ensure most accurate predictions of achievement, staff at the Coulsdon Campus would be matched with staff at the Croydon Campus to spread good practice, there would be more testing of data on predicted achievement and standardisation would be introduced. The Committee emphasised that there could not be a further year of poor achievement at the Coulsdon Campus. Currently 30% of students at the Coulsdon Campus were not passing their qualification and this was not acceptable. ALPs scores (measure of distance travelled/value added) would also be much lower than predicted for 2022/23.</p>

	<p>To improve teaching and learning, more intensive monitoring and support for teaching staff had been introduced, as had a new teaching and learning framework. Teaching and learning targets would be set through the Self-Assessment Review (SAR) process taking place this term and incorporated into staff appraisals. Ofsted was expected to return for a monitoring visit in November 2023.</p> <p>Enrolment was currently at 99.1% of target. After withdrawals, number were still expected to be approx. 100 above the previous year. Reviews were taking place to ensure students met the entry qualifications for their course. It was essential that students were enrolled on the most appropriate qualification so that they had the best possible chance of passing.</p> <p>The Committee asked that the next deep dive focus on the entry qualifications for L2 and L3 courses, students' qualifications on entry, their aspirations and travel distances. The Coulsdon Campus needed to meet the needs of the students that enrolled and Governors needed to be able to describe a "typical" Coulsdon student.</p> <p><b>Action: CP next deep dive to focus on entry qualifications for L2 and L3 courses and a "typical" students' qualifications on entry, their aspirations and travel distance to College</b></p> <p>Where staff were not being fully utilised, they were providing support to both campuses. There were a significant number of new staff and the aim was to free Heads of Pathway from teaching so that they could focus on managing and supporting staff. The quality team had been restructured to provide more support to both campuses.</p> <p>The impact of changes were already being seen; overall attendance was 81.3% to date. However, there were areas of concern including attendance at tutorials and English and maths sessions. The CP outlined the steps that were being taken to address this. There had also been a much better start to the year in 2023/24. Students had been asked to complete a survey on the induction process and the responses would be actioned. A much wider enrichment programme was also on offer.</p> <p>The Committee <b>discussed</b> the report.</p>
7.	<p><b>Student Voice at the Coulsdon Campus</b></p> <p>The VPYP&amp;HN reported that student representatives and the student executive team had been elected. A student governor had also been selected.</p> <p>Feedback from learners was now coming via the Student Experience Team. The student voice was stronger this year but this would need to be evidenced to Ofsted. A parents' evening had been very well attended and there had been positive feedback on student experience for Lower Sixth and intermediate students. Two open events had taken place, which had also been very well attended.</p> <p>The Committee <b>noted</b> the report.</p>
8.	<p><b>Safeguarding Annual Report – Whole College 2022/23</b></p> <p>The VPYP&amp;HN explained that the data in this report had been difficult to pull together because of the need for new staff to receive further training on the safeguarding systems.</p>

	<p>From now on safeguarding reports would cover the whole College with separate data for the two campuses. It was agreed that the report should stay on the agenda for both LQC meetings as the data might show different patterns at each campus.</p> <p>Safeguarding and wellbeing would also be part of the data dashboard available to Governors.</p> <p>There was now a wellbeing centre at both campuses and it was now easier for staff to report safeguarding concerns via the intranet. Referrals were then triaged by the safeguarding team.</p> <p>The Committee <b><u>discussed</u></b> the report,</p>
9.	<p><b>Committee Risks</b></p> <p>i. <b>Update on key risks at the Coulsdon Campus</b>  The CP highlighted the risks around security and knife crime and updated the Committee on recent incidents;</p> <p>There were significant risks if the changes to teaching and learning being implemented did not have the desired effect and if performance did not continue to improve;</p> <p>Following poor achievement over the last two years and the withdrawal of A/S levels, there would need to be rigorous assessment of those students taking A Levels in 2023/24 to ensure predicted achievement was robust;</p> <p>The risk of disruption to teaching and learning if significant further recruitment of staff was needed.</p> <p>The Committee <b><u>noted</u></b> the key risks and that a revised risk register was being developed and would be brought to subsequent meetings.</p> <p><b>Action: CP – revised risk register to be brought to subsequent meetings</b></p> <p>ii. <b>Deep dive on achievement</b>  This was discussed under Item 6 above.</p> <p>iii <b>Focus of next deep dive</b>  This was discussed under Item 6 above.</p>
10.	<p><b>Annual Complaints Report 2022/23 Coulsdon Campus</b></p> <p>The Committee <b><u>noted</u></b> the report and asked for future reports to separate informal complaints from students and external complaints.</p> <p><b>Action: CP - future annual complaints reports to separate informal complaints between those from students and external complaints.</b></p>
11.	<p><b>Post Meeting Evaluation</b></p> <p>The Committee asked for all papers to be sent out in a timely way. A few of the papers for this meeting had only been received the day before.</p>

	<p>The Chair commented that some of the papers were difficult for Governors to understand because of the number of acronyms that were used. The Executive were asked to explain acronyms in future papers and the DOG was asked to provide a list of frequently used acronyms.</p> <p><b>Action: Executive to explain acronyms in future papers to Governors</b></p> <p><b>Action: DOG to provide an updated list of frequently used acronyms</b></p> <p>The Committee also congratulated the CP on reducing the length of the pack and the focus on the improvement within the papers. The discussion at the meeting had been productive.</p> <p>The CP was thanked for his hard work and for taking on his new role at short notice.</p> <p>It was agreed that the Coulsdon Campus SAR would be reviewed at the start of the next Croydon College LQC. The Chair emphasised the need to develop a shared culture across the whole College with shared value and standards at both campuses.</p> <p><b>Action: DoG - Coulsdon Campus SAR to be reviewed at the start of the next Croydon College LQC.</b></p>
12.	<p><b>Dates of Future Meetings</b></p> <p>Wednesday 31 January 2024 Wednesday 1 May 2024</p> <p>There will be a section on the agenda for the Coulsdon Campus at the Croydon College LQC meetings on 29 November 2023, 13 March 2024 and 19 June 2024.</p>
13.	<p><b>Other business</b></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 31 January 2024*

*Clare Mitchell  
Director of Governance*