



Croydon
College



COULSDON
SIXTH FORM COLLEGE



Croydon
University
Centre

CROYDON COLLEGE LEARNING AND QUALITY COMMITTEE MEETING
Wednesday 13 March 2024 at 6.00pm
Room 405B, Croydon Campus

MINUTES

- Present:** Andy Wilson (Chair)
Caireen Mitchell
Ian Valvona
Louise Cretton
Terrance James (Staff Governor, Croydon)
Kevin Oakhill (Co-opted member)
Peter Flew (Co-opted member) (not item 14)
- Attendees:** Martin Silverwood, Coulsdon Principal (CP)
Natalie Garner, Vice-Principal Adults, Vocational and Skills
(arrived during item 7)
Robert Bates, Vice Principal Young People and High Needs
(arrived during item 7)
Tina Turner, Quality Manager
- Observers:** Edwin Dhauke, Senior Manager, DfE, Sussex, Kent and South
London Team
Andy Cole, Reviewer
- Clerk:** Clare Mitchell, Director of Governance

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| 1. | <p>Apologies for Absence</p> <p>Apologies for absence were received from Martin Bentham, Nezia de Roche (Student Governor, Croydon Campus) and Matthew Sims (Co-opted employer member).</p> <p>The Chair welcomed Peter Flew to his first meeting of the Committee.</p> <p>Natalie Garner and Rob Bates would be delayed as they were involved in the open evening at the Croydon Campus.</p> |
| 2. | <p>Declarations of Interest</p> <p>As Associate Pro-Vice Chancellor, Academic Portfolio Development and Dean of the School of Education, University of Roehampton, Peter Flew declared an interest in relation to item 14 (HE provision). He would not be present for this item.</p> |
| 3. | <p>Minutes of Meetings</p> <p>The minutes of the Part 1 meeting held on 29 November 2023 were agreed as a correct record, subject to clarifying the sentence relating to the 83% attendance target for 16-18 year olds and correcting Kevin Oakhill's name.</p> <p>The minutes of the Part 2 meeting held on 29 November 2023 were agreed as a correct record, subject to correcting Kevin Oakhill's name.</p> |

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| | Action: DoG to amend the minutes of the Part 1 and Part 2 Meetings for 29 November 2023 |
| 4. | <p>Matters Arising from the Minutes not on the Agenda</p> <p>The Committee <u>noted</u> the updated action list.</p> |
| 5. | <p>Report of the Ofsted Monitoring Visit</p> <p>The Chair noted that the final report from the FEC Stocktake Visit in January 2024 had recently been circulated to Governors. He had asked the P&CEO to cover the FEC report as well as the feedback from the Ofsted monitoring visit in February.</p> <p>The P&CEO reported that she had not yet received the draft report from the Ofsted monitoring visit so her feedback would be limited. However, there had been a strong correlation between the feedback from the FEC stocktake visit and the Ofsted monitoring visit.</p> <p>The Ofsted monitoring visit had focused on four themes and the College had been judged as having made reasonable progress against all four. The P&CEO gave an update on each of the four themes reviewed by Ofsted at the monitoring visit setting out the areas where feedback had been positive and where further improvements needed to be made to reach a judgement of significant progress. The P&CEO noted that there was limited external evidence of improved achievement at this stage in the year and this needed to be taken into account</p> <p>In the feedback session, the lead Ofsted inspector had been clear that it was progress since the last monitoring visit four months ago that was being assessed and that the definition of reasonable progress was that the College was taking actions that were having a beneficial impact on students, that the improvements were sustainable and were based on through quality assurance procedures.</p> <p>Feedback from the Ofsted inspectors on the behaviour and attitudes of students during the monitoring visit had been positive. In particular, students had indicated that they felt part of an inclusive College. The inspectors recognised the improvements in teaching and learning, particularly at the Coulsdon Campus. However, attendance at Coulsdon Campus still needed to improve, this included improved attendance at tutorials. This had also been noted by the FEC at the stocktake visit.</p> <p>Ofsted inspectors reviewed the results of the tutorial survey. Students at the Coulsdon Campus had commented that the level of the tutorial content was currently too low and duplicated what they had been taught at school. In response to this there would be different tutorial frameworks for A Level and vocational students from 2024/25. The same model of tutorial delivery would be adopted at both Campuses from 2024/25.</p> <p>The inspectors noted that the new curriculum was now in place for SEND students, but work was still needed to embed this fully.</p> <p>The Chair congratulated the Executive on the progress that had been made to date, but queried why only one of the original FEC recommendations (development of the Single Improvement Plan) had been closed following the stocktake visit. The P&CEO explained that the timescales for completing some of the</p> |

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| | <p>recommendations had not been realistic and that for others the actions had been completed but further evidence was needed that they had been embedded.</p> <p>Action was already underway to address the areas for improvement identified by Ofsted and the FEC This included improving the attendance of 16-18 year olds, which was impacted by low attendance at tutorials and English and maths and improving teaching and learning in Building, Engineering and Technical Professions (BETP).</p> <p>The Committee asked how Governors could be assured that progress was being made as quickly as possible without compromising quality. The Staff Governor for the Croydon Campus noted that staff had seen a great deal of changes and that it was important not to over promise in terms of the speed of delivery of change.</p> <p>The Committee discussed the report from the FEC stocktake visit and the verbal feedback from the Ofsted monitoring visit.</p> |
| 6. | <p>Governors' Dashboard</p> <p>The P&CEO reported that the live link to the Governor Dashboard on the Portal was now imminent. Peter Flew asked if he could have access to the Dashboard.</p> <p>The data in the dashboard was covered in the key issues report below.</p> <p>Action: DoG to speak to IT about how Peter Flew could access the Dashboard.</p> |
| 7. | <p>Key Issues Report</p> <p>The P&CEO presented the report. The College was over contract for its 16-18 provision for 2023/24. The additional students would not be funded until 2024/25. The College was also over contract for provision for adults funded by the GLA. The College had been awarded an additional £306,911 for in-year growth from the GLA. However, there continued to be significant demand for in-year starts for ESOL, for both 16-18 provision and adults and without further additional funding the College would be unable to meet this demand.</p> <p>The moderated outcomes from Student Progress Review 2 were now available. The results showed that both campuses were on track to meet their achievement targets. However, a small number of areas had been identified whether there was a risk of poor student achievement. This was being addressed through additional support for students and teachers e.g. workshops at Easter, targeted support for teachers and additional support from the quality team.</p> <p>The Committee noted that an inability to recruit and retain staff was an issue in those areas where there was a risk of poor achievement. The P&CEO outlined the new strategies that were being used to recruit and retain teachers in hard to fill posts. The College was now struggling to recruit staff in curriculum areas where this had not been an issue previously e.g. health and social care. The facilities available at both campuses for teaching skills based courses were also being reviewed. Some teaching posts were hard to recruit, e.g. construction, because the College paid less than the market rate and many of the individuals in these areas would be self-employed. The College's recruitment and retention strategy was monitored by the Finance and Resources Committee.</p> |

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| | <p>The QDP results from the November 2023 survey had improved significantly from 2022/23 and were now in quartiles B and C for each theme overall. There were two questions that scored in quartile D relating to safeguarding and wellbeing and the reasons for this would be investigated.</p> <p>Action: CP/P&CEO to investigate the reasons why two questions relating to safeguarding and wellbeing had scored in Quartile D in the November 2023 QDP survey – results to be brought back to the Committee</p> <p>The P&CEO explained that the survey was completed shortly after the rise in external violence in the Autumn term. Ofsted had not raised any concerns about student safety within the College.</p> <p>Louise Cretton reported that she had undertaken a number of focus groups with students at the Coulsdon Campus as part of her role as link governor. Students had reported that they felt very safe within the College. Students had spoken highly of the safeguarding team and the availability of safeguarding staff.</p> <p>The P&CEO reported that a teaching and learning coach had been recruited who would work across both campuses. Their role would be to share good practice and this would help with the development of a shared culture across the College. It was proposed that a future Committee deep dive could focus on how the College could learn from good practice identified at other Colleges.</p> <p>The Committee discussed the report.</p> |
| 8. | <p>Single Improvement Plan and Revised Improvement Plan</p> <p>The P&CEO reported that SIP priority 1 – work with the DfE and FEC to fulfil additional conditions of funding and meet FEC recommendations - remained as amber. However, the Governor Led Review was now underway.</p> <p>The RAG rating for SIP priority 9 - increased involvement of employers in the contribution the College made to meeting local skills needs - had now been adjusted to amber. The College needed to improve how it captured activity with employers so that it could be monitored, reported and used to promote the College. Following feedback and discussion at the most recent case conference, and to reflect the work still to be done this point has been adjusted to amber. There had been no change to the RAG ratings of the remaining SIP priorities.</p> <p>The Committee noted that the SIP was an FEC requirement. It was separate, but linked to, the revised improvement plan which was required by DfE as part of its revised additional conditions of funding.</p> <p>More clarity was needed regarding some of the original due dates for meeting the FEC recommendations e.g. the December 2023 date for the development of the strategic plan. The strategic plan development was well underway but would not be approved by the Board until July 2024.</p> <p>The Vice-Chair asked if the College had an internal communications strategy. The P&CEO reported that a formal strategy was not in place but many of the elements already existed in terms of communications with staff.</p> <p>The P&CEO reported that sharing good practice amongst teachers was part of the great teaching model at the Coulsdon Campus. At the Croydon Campus a practical</p> |

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| | <p>toolkit had been developed for teachers, which was linked to the model and more appropriate for vocational courses.</p> <p>The Committee concluded that steady progress was being made across the range of priorities in the Single Improvement Plan and Revised Improvement Plan, with no area being at risk of not being achieved.</p> <p>The Committee <u>discussed</u> the report.</p> |
| <p>9.</p> | <p>Actual Destination Data 2022/23 Students</p> <p>The Destination data provided on students who completed their courses in 2022/23 was encouraging with 89.6% of students having a positive destination. There had been an excellent response rate of 87%. Only 7% of students had a negative destination i.e. not paid employment and looking and available for work. It was suggested that voluntary work could be part of an exit strategy for students who might fall into this category on leaving the College. Voluntary work could be built into the employer engagement strategy and discussed with students at progress review meetings.</p> <p>The Committee noted that 50% of the students with a negative destination had been referred to the College by the job centre.</p> <p>Every effort had been made to contact the remaining 17% of students who had not responded to the survey. ESOL students were particularly difficult to contact as many of them would have relocated.</p> <p>It was noted that this data would be very helpful for strategic planning. The Committee asked for the survey to be completed every year and the results brought back to the LQC.</p> <p>Action: DoG to send Peter Flew the detailed spreadsheet underpinning this data</p> <p>The Committee <u>noted</u> the report.</p> |
| <p>10.</p> | <p>Student Governor's Report</p> <p>There was no report as the Student Governor was not able to attend the meeting.</p> |
| <p>11.</p> | <p>Safeguarding</p> <p>i Safeguarding Report Spring Term 2023/24</p> <p>The VPYP&HN reported that the previously agreed amendment to the safeguarding policy re the inclusion of additional information on the safeguarding of vulnerable adults had now been included in the policy.</p> <p>The VPYP&HN reported on the work of the safeguarding team in supporting looked after children at the College and the team's work with virtual schools. LACs were frequently moved to other areas and the team followed up with the relevant social worker.</p> <p>The new wellbeing zone at the Croydon Campus was now well used and a safeguarding button was available on the internet to direct staff to the correct place</p> |

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| | <p>to report safeguarding concerns. The team was also assisting staff with the delivery of some tutorial content.</p> <p>The Committee discussed the safeguarding report</p> <p>ii Safeguarding Internal Audit Report 2023/24</p> <p>The Committee noted that this report was being brought to this meeting at its request because safeguarding fell within the remit of the LQC. The Committee was concerned that although the recent internal audit has resulted in a reasonable assurance opinion for the systems in place at the College, compliance with these systems had only received a partial assurance opinion. The Committee noted that no students had been put at risk.</p> <p>The VPYP&HN stated that a number of the compliance issues identified were a result of the turnover of Heads of Safeguarding. The Committee was assured that many of the recommendations from the audit had already been completed. The review of the DBS status of staff who had been in post for some time was being taken forward by HR. Staff who had been employed at the College for five years or more were being prioritised.</p> <p>The internal audit report would be more fully considered by the Audit Committee. This Committee would also monitor the implementation of its recommendations.</p> <p>The Committee expressed concern about the way safeguarding reports to the Committee were structured and asked for future reports to address Governors' statutory duties in regard to Safeguarding and identify areas of risk and assurance at the start of the report. The Committee also expressed concern that the reports had not included information that would have exposed the lack of compliance with safeguarding systems ahead of the internal audit.</p> <p>Action: Future safeguarding reports to the LQC to address Governors' statutory duties in regard to Safeguarding and identify areas of risk and assurance at the start of the report</p> <p>The Safeguarding Lead Governor and the safeguarding team were asked to review the scope of an NSPCC safeguarding audit and identify where Governors' responsibilities were covered and where there was any exposure.</p> <p>Action: Safeguarding Lead Governor and the safeguarding team to review the scope of an NSPCC safeguarding audit and identify where Governors' responsibilities were covered and where there was any exposure</p> <p>The Committee asked that a report be provided to the next Board meeting, setting out the Board's responsibilities for safeguarding and how they were being met.</p> <p>Action: VPYP&HN to provide a report to the next Board meeting confirming Governors understanding of their safeguarding responsibilities</p> <p>The Committee noted the safeguarding internal audit report</p> |
| 12. | <p>2023/24 Risk Report as at March 2024</p> <p>The Committee noted that recruitment and retention of staff was a key issue in terms of the quality of course provision. The Committee recommended that the</p> |

Board had a wider discussion on recruitment and retention.

Action: Chair of Board and P&CEO to consider whether there should a wider Board discussion on recruitment and retention.

With the exception of risks relating to HE, which were covered in a separate paper, the other risks relevant to this Committee had already been covered by the items above.

The Committee **agreed** the risk report as at March 2024.

i Deep dive – performance management of teaching and learning

The deep dive on teaching and learning provided assurance that improvements were being made. The impact of these improvements was evidenced through external examination results to date and further evidence of impact would be available through the results of the external examinations held in the Summer.

Observations of staff were thorough and feedback was given on strengths and weaknesses and a development plan put in place. Observations were only a small part of the work that was ongoing to improve teaching and learning. Predicted student achievement was being rigorously monitored and moderated.

The Committee asked whether the College was moving to a model where curriculum areas would be able to assess their own teaching and learning and accurately predict student progress/outcomes. The CP responded that some areas had already reached this points and efforts were being concentrated on those areas which had specific areas of weakness. There had been significant progress at the Coulson Campus, particularly within STEM. The focus was now on improved teaching and learning in BETP, where progress was already evident.

Teaching and learning interventions had not resulted in union issues to date, but the management restructure at Coulsdon needed to be carefully managed. It was agreed that the Committee would continue to monitor the impact of improvements in teaching and learning, particularly within BETP.

Action: Committee to continue to monitor the impact of improvements in teaching and learning, particularly within BETP

One of the co-opted members asked how co-opted members could be made aware of wider issues so that they could contribute effectively to the meeting.

Action: DOG and Chair of the Board to consider how co-opted members could be made aware of wider issues so that they could contribute effectively

The Committee **discussed** the deep dive on performance management of teaching and learning.

ii Focus of next deep dive

It was agreed that the focus of the next deep dive would be the paper written by the CP on the student context at the Coulsdon Campus, which had been circulated following the last Coulsdon LQC meeting.

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| | <p>Action: DoG - the paper written by the CP on the student context at the Coulsdon Campus would be the subject of the deep dive at the next LQC meeting.</p> <p>The Committee agreed the topic for the deep dive at the next meeting.</p> |
| 13. | <p>Future Arrangements for LQC meetings</p> <p>The DoG outlined the plans to establish a single LQC following the Easter holidays. The FEC was strongly in favour of this move. Following discussions with the Chair of the current LQCs, it was proposed that Andy Wilson would Chair the single LQC and the membership would include the existing members of both LQCs; including both students and staff governors. The membership would be reviewed after a year of operation. A paper would be presented to the next board meeting for approval, this would include draft terms of reference for the Committee.</p> <p>The LQC would meet half termly until the next full Ofsted inspection, at which point the frequency of meetings would be reviewed.</p> <p>The Committee recommended the proposed arrangements for a single LQC to the Board for approval.</p> <p>Peter Flew left the meeting.</p> |
| 14. | <p>HE Provision and Compliance with OfS Conditions</p> <p>The VPAV&S introduced the report. Four new HNC/HND programmes in the digital area had been submitted to Pearson Education for validation. These programmes could now be advertised. Students had already been recruited to the HNC/D in Game Development and the HNC/D in Esports. Recruitment to HTQs in the construction areas was also robust.</p> <p>Engagement was now taking place with St Mary's University, Twickenham. A number of programmes would be developed over the next year with delivery commencing in September 2025.</p> <p>The Committee noted that progress had been made on ensuring HE provision met the requirements of the OfS conditions of registration. Further work was needed in relation to condition B2- where the recruitment of staff continued to be a challenge in some areas. However, two appointments had recently been made in key areas.</p> <p>In terms of condition B3 – outcomes for students. The OfS contacted the College in December 2022 indicating that it would be conducting an investigation into continuation and completion rates. The OfS had written to the College in February 2024 setting out the conclusions of the investigation, which were that although there were significant improvements in student outcomes recently, and the College had satisfactorily explained low outcomes in other undergraduate provision, there continued to be a risk of breaching the B3 condition of registration.</p> <p>As such the OfS had taken the provisional decision to remove the specific ongoing condition B3B first imposed in 2019 and had informed the College of its provisional decision to impose a new specific condition of registration in the form of a "Notice to improve student outcomes' B3C". The College had 28 days in which to make representations to the OfS.</p> |

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| | <p>The Committee noted the actions that would be required as part of the notice to improve student outcomes. The College was required to carry out a comprehensive review of its HE provision within six months of the notice to improve being effective. The actions required as part of the notice to improve were already underway.</p> <p>The Committee expressed concern about the significant drop in HE student numbers and asked for an analysis of the reasons for this to come to the June LQC meeting.</p> <p>Action: VPAV&S – to bring an analysis of the reasons for the significant drop in HE student numbers to the June LQC meeting</p> <p>The Committee <u>discussed</u> the update on HE provision and <u>noted</u> the OfS' provisional decision to impose a new specific condition of registration in the form of a 'Notice to improve student outcomes', which was a less rigorous specific condition than that in place previously.</p> |
| 15. | <p>Post Meeting Evaluation</p> <p>There were no comments on the meeting.</p> |
| 16. | <p>Dates of Future Meetings</p> <p>Wednesday 1 May 2024 - 6pm to 8pm in person – Coulsdon Campus</p> |
| 17. | <p>Other Business</p> <p>There were no items of other business</p> |

Approved as an accurate record by the Learning and Quality Committee at its meeting on 1 May 2024

*Clare Mitchell
Director of Governance*