



**LEARNING AND QUALITY COMMITTEE MEETING
Wednesday 26 November 2025 at 6.00pm
Room 422, 4th Floor Croydon Campus**

MINUTES

Present: Andy Wilson (Chair)
Caireen Mitchell (Principal & CEO)
Louise Cretton
Portia Kumalo
Valerie Shawcross
Terrance James (Staff Governor, Croydon campus)

Officers: Martin Silverwood, DP Curriculum
Kirstie Woodcock, Executive Director Student Services
Jane Holloway, Executive Director Teaching and Quality Improvement

Clerk: Jacqueline Mutibwa, Director of Governance

1.	<p>(i) Self-Assessment Report 2024/25</p> <p>The Committee discussed the draft 2024/25 Self-Assessment Report (SAR), which reviewed the quality of education provision for recommendation to the Board. It also identified key strengths and areas for improvement.</p> <p>The Committee noted that the overall effectiveness continued to be assessed as Good, with most areas judged Good. Meeting Skills Needs was assessed as Reasonable and Apprenticeships as Requires Improvement.</p> <p>The Committee discussed:</p> <ul style="list-style-type: none"> the key areas of strength including strong teaching and learning, which had resulted in continued improvement in achievement rates. Overall achievement increased to 88% (+5%) exceeding the College target of 84% and the National Achievement Rate (NART) by 3.8%. Achievement rates improved across most learner groups, including ESOL and High Needs and Learning Difficulty learners, which increased to 89.8%. Retention had also improved to 94%. Key areas for development included improving A Level achievement, Value Added (distance travelled) and high-grade attainment. Apprenticeship provision remained an area of concern which was mainly due to legacy learners. Attendance and punctuality continued to be an area of concern due to their impact on achievement, particularly in English and Maths, though this was a sector-wide issue. Developing the enrichment curriculum was in the QIP and would be progressed. There was discussion about the Value-Added measures used to assess learner progress, including for vulnerable learners and whether they were robust and appropriate. There was a need for a culture shift in how Value-Added measures are used to understand and improve learner progress. A paper on how the College intends to improve Value Added outcomes for all learners would be considered by the Committee. <p>Action: A paper on how the College intends to improve Value Added for all learners, including the measures used to evaluate learner progress,</p>
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	<p>achievement, and outcomes across different learner groups. (to provide assurance to the Committee that robust and appropriate measures are in place to improve Value Added outcomes) to be presented to the Committee at its meeting in February 2026.</p> <p>The Committee noted the following comments for inclusion in the final SAR:</p> <ul style="list-style-type: none"> • The intent section should clearly articulate Croydon College’s aims, including its focus on improving standards for all learners by raising the quality of teaching, learning, safeguarding, and learner outcomes so that provision meets or exceeds Ofsted and regulatory expectations. • In relation to A levels achievement and the drop in performance, the report should reference concerns about the impact of the removal of AS assessments which had an effect on learner outcomes. • Within the leadership and management section, the report should note that the College improved by two inspection grades between the 2022 and 2024 inspections and also the improved engagement with external employers should be mentioned. • Under meeting skills needs, the 16–18 study programme performance data, including achievement and destination/progression outcomes, should be included in the report and shared with the Committee. <p>Action: The draft 2024/25 SAR to be updated to reflect the Committee’s comments and presented to the Board for approval.</p> <p>The Committee reviewed and endorsed the draft 2024/25 SAR which would be updated to reflect the comments received from the Committee and recommended to the Board for approval at its meeting in December 2025. The areas for development would be addressed through the updated 2025/26 QIP.</p> <p>(ii) 2025/26 Updated Quality Improvement Plan</p> <p>The updated 2025/26 QIP which sets out actions to address the areas for improvement identified in the 2024/25 SAR, was tabled at the meeting. The QIP would be circulated to Committee members for review and approval to recommend it to the Board would be sought via email.</p> <p>Action: The updated 2025/26 QIP to be circulated to Committee members for review and to seek approval to recommend it to the Board via email.</p>
<p>2.</p>	<p>Welcome and Apologies for Absence</p> <p>The Chair welcomed the Committee Members to the meeting.</p> <p>Apologies for absence were received from Nicholas Voute, Staff Governor Coulsdon campus and Ashanti France, Student Governor Croydon campus.</p>
<p>3.</p>	<p>Declarations of Interest</p> <p>No member declared an interest in any item on the agenda.</p>
<p>4.</p>	<p>Minutes of the Previous Meeting – 8 October 2025</p> <p>Minutes of the meeting held on 8 October 2025 were tabled and approval would be sought at the next meeting in February 2026.</p>

	Actions: Minutes of the meeting held on 8 October 2025 to be approved at the meeting in February 2026.
5.	<p>Matters Arising from the Minutes</p> <p>Matters arising from the previous meeting were tabled and would be reviewed at the next meeting in February 2026.</p> <p>Action: Matters arising from the minutes to be reviewed at the meeting in February 2026.</p>
6.	<p>Student Governor's Report</p> <p>The student governor was not present at the meeting to give a report.</p>
7.	<p>Key Issues Report</p> <p>The Committee received an update on the key issues since the last report in October 2025. Analysis of 2024/25 final achievement data had been discussed earlier on the agenda in the SAR.</p> <p>The Committee noted the 2025/26 attendance performance as at November 2025 which was at 84%, compared to 85% the same time last year and 2% below the target. Overall retention rate was very positive at 99.2%.</p> <p>The Committee also noted the 2025/26 enrolment update: 16-18 year olds (ESFA) numbers were slightly below the budget target. Adult figures exceeded the budget target due to the changes to the Adults Level 3 funding. HE and apprenticeship enrolment was below target.</p> <p>The Committee noted the key issues and developments affecting both campuses.</p> <p><u>2025/26 apprenticeship provision</u></p> <p>The Committee noted the achievement rates and enrolment figures which remained below income target. Achievement rates had been adversely impacted by legacy learners from previous academic years, including withdrawals from the Wates programme in the 2024/25 academic year. 2025/26 projected achievement rate was between 52% and 55%, based on legacy withdrawals and assumptions of no further learner withdrawals, full retention, progression of all new starts, and completion of learners. Retention levels continued to affect both current and future performance. The historical challenges were being addressed through the remodelling of apprenticeship delivery, onboarding and enrolment processes.</p> <p>The Committee expressed concern about the performance of the provision. The improvement strategies being implemented to strengthen operational oversight and the quality of the provision, particularly in relation to retention, employer engagement, and timely completion, were noted.</p>
8.	<p>Safeguarding and Prevent Update</p> <p>The Committee received an update on the safeguarding provision and noted the key issues since its last report in October 2025.</p> <p>A safeguarding audit would be undertaken by RSM, internal auditors from 8 to 19 December 2025 to review the effectiveness of safeguarding policies and practices.</p>

	<p>The RSM safeguarding audit report would be considered by the Committee at its next meeting in February 2026.</p> <p>Action: RSM Safeguarding audit report to be considered by the Committee at its meeting in February 2026.</p> <p>Mental health and emotional wellbeing continued to be the largest area of need, including support relating to self-harm and suicidal ideation. Other significant areas of support included Violence Against Women and Girls (VAWG) and vulnerabilities associated with housing and homelessness. The local authority was working with partner organisations to address VAWG.</p> <p>The Committee also noted an update on safeguarding provision for Looked After and Care Experienced learners.</p>
9.	<p>Higher Education Update and Provision 2026/27</p> <p>The Committee received an update on the HE provision and noted the key issues since its last report in October 2025.</p> <p>The Committee noted that student outcomes were all above the OfS minimum level of performance and national benchmarks. Enrolment remained below target. The 2026/27 proposed increase in fees which was subject to OfS approval on the Access and Participation Plan (APP) was still awaited.</p> <p><u>Proposal to close Direct Degree Delivery</u></p> <p>At its meeting in October 2025, the Committee asked that the Executive Team review the strategic direction of HE provision i.e. whether to continue direct degree delivery in future years and present a recommendation to the Committee at its meeting in November 2025.</p> <p>Following a strategic review of the College's HE provision, the Committee discussed the recommendation to discontinue direct degree delivery of the following HE courses: BA Business and Management, BA Public Health and Social Care, and the HE Certificate in Public Health and Social Care. The proposed recommendation to close these courses to new entrants from the 2026/27 academic year was informed by the following:</p> <ul style="list-style-type: none"> • A sustained decline in student numbers over the past five years, largely due to increased sector competition. • The current three-year degree model not being suitable for the College's student profile, who are predominantly over the age of 25 with significant family and work commitments, making completion challenging. • Financial sustainability concerns, including high validation costs and staffing challenges and expenses against declining income. <p>The current students would be taught out. The College's future strategy for HE provision would focus on Level 4 and 5 programmes (HNCs and HNDs) which were shorter, more aligned to vocational study, and less expensive to deliver. This would reduce financial risk, maintain quality outcomes, and provide increased progression opportunities for L3 students. A new HE strategy was being developed which would be presented to the Committee at its meeting in February 2026.</p>

	<p>Action: The new HE strategy to be presented to the Committee at its meeting in February 2026.</p> <p>The Committee agreed to recommend to the Board the proposal to close the two degree programmes and the HE Certificate in Public Health and Social Care, directly delivered by the College to new entrants from the 2026/27 academic year.</p> <p>The Committee noted an update on HE provision delivered through partnerships with the University of Roehampton and St Mary's University, including progression routes into Health and Social Care degree courses and Teacher Training qualifications from the 2026/27 academic year.</p>
<p>10.</p>	<p>2025/26 Quality KPIs</p> <p>The Committee discussed the proposed Quality KPIs and targets for the 2025/26 academic year. The Quality KPIs and targets had been discussed by the Board at its meeting on 15 October 2025, and some targets had been reviewed and updated to reflect the Board's comments.</p> <p>The Committee endorsed the proposed Quality KPIs and targets for 2025/26 and agreed that these would be recommended to the Board for approval at its meeting in December 2025.</p> <p><u>New Ofsted Inspection Regime</u></p> <p>The Committee discussed the changes to the Ofsted inspection regime and noted that FE college inspection outcomes under the new framework would be shared with the Committee. Governors would be provided with a training session on the new Ofsted framework.</p> <p>Action: A training session on the new Ofsted framework (toolkit) would be provided for Governors.</p>
<p>11.</p>	<p>Committee Risk Register 2025/26</p> <p>The Committee reviewed the updated Committee Risk Register and discussed changes to the risks monitored by the Committee including new risks identified, risks removed, and amendments to risk wording and scoring since the last report in June 2025. These included:</p> <ul style="list-style-type: none"> • Risk R2 (Inability to develop and implement strategies towards one organisation, one shared culture across both campuses) was no longer a risk and removed following significant progress during the Intervention period. A new risk relating to the Ofsted Inspection Framework was proposed, R2 (Inability to adapt to the new Ofsted Framework and maintain Expected Standards). The risk score remained low, reflecting the likelihood that the College would not be inspected until 2028. Though the risk level could change over time. • Risk R5 (Inability to grow our Level 4 and 5 curricula, including degree apprentices.) was reworded to reflect the focus away from HE degrees to our lower level qualifications at level 4 and 5. The risk score remained Medium.

	<ul style="list-style-type: none"> • Risk R4 (Inability to meet national priorities and London Skills Plan, including potential new qualifications i.e. AAQs and V levels) The wording was updated to reflect an increased focus on national priorities following the publication of the DfE’s Skills White Paper in October 2025, which introduced the new V Level qualification, alongside the London Skills Plan. These qualifications were still at an early stage of development and the changes to BTEC provision remained unclear. The risk was assessed as Low, reflecting confidence that appropriate support was in place to respond to these developments. • Risk R6 (Inability to provide local employers opportunities to input to our curriculum, drive growth in apprentices and provide meaningful work experience placements) the risk scoring was increased from Medium to High due to the leadership changes and declining apprenticeship enrolments. • The recruitment risk concerning the Construction, Engineering, and Hair & Beauty provision which had adversely impacted course delivery and student outcomes would be highlighted on the Risk Register. • Areas of deep dives to be undertaken during 2025/26 academic year would be considered by the Committee. <p>The Committee noted the changes to the Risk Register and agreed the proposed Autumn term 2025/26 risks for the Committee, including controls, actions, responsibilities and action dates.</p>
12.	<p>2024/25 Annual Reports</p> <p>(i) Compliments and Complaints Annual Report 2024/25</p> <p>The Committee noted the annual report on compliments and complaints received by the College in relation to the delivery of provision and services.</p> <p>The Committee noted that during 2024/25 the College received 41 complaints and 3 compliments. The breakdown by campus, category, and outcome rating was noted. The highest proportion of complaints relate to the absence of a teacher, particularly within Hair and Beauty, Plumbing, and Construction provision. At the Coulsdon campus, the highest proportion of complaints were from members of the local community; work was ongoing to improve community relations and to ensure appropriate student behaviour within the community.</p> <p>The Committee noted that the Complaints Policy would be reviewed during the 2025/26 academic year to address inconsistencies in the handling of complaints across campuses.</p> <p>(ii) Supporting Positive Behaviour and Performance Annual Report 2024/25</p> <p>The Committee discussed the annual report on the Supporting Positive Behaviour Policy and noted:</p> <ul style="list-style-type: none"> • The number of Supporting Positive Behaviour meetings held in accordance with the Policy had increased compared to the previous year. The main causes relate to attendance and behaviour. The majority of meetings were held at the Coulsdon campus, mostly at Stage 1, with a small number

	<p>escalating to Stages 2 and 3. A reduction of 16% compared to the previous year, reflecting the effectiveness of intervention strategies.</p> <ul style="list-style-type: none"> • There had been a significant reduction in exclusions from the College compared to the previous year, indicating a positive shift in college culture.
13.	<p>Review of Committee Terms of Reference (ToR)</p> <p>The revised ToR were tabled at the meeting and would be circulated to Committee members for review. Approval to recommend the ToR to the Board would be sought via email in advance of the Board meeting in December 2025.</p> <p>Action: Revised ToR to be circulated to Committee members for review and to seek approval to recommend them to the Board for approval.</p>
14.	<p>Post Meeting Evaluation</p> <p>The Committee noted that the SAR was comprehensive and positive, and that there had been improvements in the Safeguarding Report. The late reports tabled at the meeting had not been helpful; this was attributed to the Executive team's attendance at the annual AoC Conference.</p>
15.	<p>Dates of Next Meeting</p> <ul style="list-style-type: none"> • Wednesday 11 March 2026, 6pm to 8pm in person – Coulsdon campus. The Committee noted that the meeting scheduled for 11 March 2026 would be brought forward to an earlier date in February 2026. The Committee would be consulted on a suitable alternative date. • Wednesday 17 June 2026, 6pm to 8pm in person – Croydon campus. <p>Action: Meeting scheduled for 11 March 2026 to be brought forward to an earlier date in February 2026.</p>
16.	<p>Other business</p> <p>There was no other business.</p>