



GREENHEAD COLLEGE CORPORATION

**Minutes of Governors' Strategy Development Half-Day held virtually using Teams
Monday 9th November 2020, 9.00am to 1.00pm**

Govs present: Abby Barraclough; Chantal Forrest; Craig Shannon; John Holroyd; Lucy Giles (from 11.20am); Michelle Wheatcroft; Richard Armstrong (Chair); Richard King; Simon Lett (Principal); Stuart Hillary (from 9.14am); Stuart Irving (from 10.10am); Sue Ellis

In attendance: John Blake; Kate Abel; Mark Mitchell (from 10.53am); Mo Bunter; Tom Rowley (to 11.55am); Usman Anwar (to 11.55am); Lesley Gulliver (*for Session 1*); Darren Evans (*for Session 1*); Ian Leedham (Clerk)

Apologies: Alison Jones; Jo Horsfall; Katie Mallinson; Mark O'Connor; Jo Nowacki

AGENDA ITEM	DISCUSSION	ACTION
<p>Introduction & objectives</p>	<p>RAR welcomed participants and introduced objectives of the half-day. Apologies as above. No declarations of pecuniary/prejudicial interest.</p>	
<p>Session 1: Presentation on new Vision and Values Statement for the College (The Engine Room)</p> <p>[Lesley & Darren departed]</p>	<p>S1.1 SLE welcomed and introduced Lesley Gulliver & Darren Evans from The Engine Room. Regarding their ongoing work with College, Lesley presented on methodology and key themes emerging from stakeholder groups and Darren on values & vision (including current <i>Mission Statement</i>, previously circulated) and purpose & principles. Slides shared after presentation, as agreed.</p> <p>S1.2 Purpose posited as 'be exceptional', with this sitting at centre of four principles: create safe space to grow & flourish; every person matters; pursue excellence; be the best you can be.</p> <p>S1.3 Current Mission Statement to be reviewed in above context and redrafted version to be considered at Corporation 7/12/20 (in meantime, Engine Room to present to staff 26/11/20 and student reps via SLE>GCSA to help draw out what purpose/principles mean in practice). Governor feedback included:</p> <ol style="list-style-type: none"> 1. CSH keen to assess how above purpose/principles help with process of change management 2. RKI argued that business sustainability, in terms of excellent management of resources, should be a central consideration 3. RAR pointed out that purpose/principles need to underpin Five-year Strategic Plan 2020-25 (Session 3 below relates). 	<p>SLE; Clerk re agenda</p> <p>SLE note</p>

<p>Session 2: Workshop on new Ofsted inspection framework</p>	<p>S2.1 MBU presented on becoming Ofsted-ready and TRO/MMI and KAB/UAN followed up on curriculum and pastoral aspects of this, respectively.</p> <p>S2.2 MBU referred to two documents, previously circulated: <i>Education Inspection Framework (overview)</i> and <i>Planning for an Ofsted Inspection from Governors' perspective</i> (template/table for Govs to consider & complete). Key points included:</p> <ol style="list-style-type: none"> 1. 'normal' inspections planned to resume January 2. Self Assessment Report updated in COVID context and will be scrutinised at Q&S Committee SAR validation meeting 16/11/20 and submitted by 31/1/21 3. safeguarding is central – Ofsted will check Single Central Record and Governors' understanding of safeguarding process and assurance regarding this 4. only externally validated results (exam results) count. <p>S2.3 Governors involved in Ofsted visit will be Chair, Committee chairs, others as appropriate & possible. Governor preparations to include:</p> <ol style="list-style-type: none"> 1. become familiar with <i>Five-year Strategic Plan 2020-25</i>, SAR, Quality Improvement Plan (QulP) strategic aspects 2. ensure safeguarding considerations met (S2.2.3 above) 3. consider/use the template/table as per S2.2 above, adding evidence sources for points made; RAR asked Govs to think about this as per their Committee roles; Clerk to add to Committee agendas going forward 4. MBU to set up central Ofsted folder for Govs, as suggested by CFO. <p>S2.4 TRO/MMI covered curriculum aspects, highlighting:</p> <ol style="list-style-type: none"> 1. priority to close A2 learning gaps wherever possible 2. student engagement remains priority in blended learning model (will report shortly to Govs on student survey in this regard) 3. departmental QulPs reviewed with HoDs 4. library of online resources developed for staff 5. review undertaken of other Colleges' Ofsted experiences & pointers 6. looking at potential for offering more C-Tec (Cambridge Technical) qualifications, e.g. in IT (RAR related point: paper on IT developments/practice would be helpful – TRO to produce, for all Govs). <p>S2.5 KAB/UAN covered pastoral, including safeguarding, aspects, highlighting:</p> <ol style="list-style-type: none"> 1. tutor programme reviewed in terms of effectiveness and improvements, including enhancing consistency (a key Ofsted consideration) 2. student experience survey underway (currently A1 941 and A2 750 respondents), closes 13/11/20 	<p>Govs action</p> <p>MBU</p> <p>TRO/MMI</p> <p>TRO</p>
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<p>[UAN & TRO departed 11.55]</p>	<ol style="list-style-type: none"> 3. safeguarding central as per S2.2.3 above 4. student behaviour policies in place, including for Zoom & Teams 5. Prevent work ongoing, including staff & students being made aware of increased Extreme Right activity in Greenhead Park (police involved) 6. COVID response ongoing, including track/trace & self-isolation regimes and interventions in place with most vulnerable students to enhance engagement (RAR suggested that UAN/KAB pull together data on this for Ofsted purposes) 7. Parent Survey ready to go 8. (SIR has experience in above areas and made himself available to support). 	<p>UAN/KAB</p>
<p>Session 3: Greenhead College Strategy update</p>	<p>S3.1 SLE/JBL presented on strategy development, referencing capital development papers and Draft <i>Five-year Strategic Plan 2020-25</i>, previously circulated.</p> <p>S3.2 JBL capital development update as per Capital Development sub-committee 4/11/20 minutes – bottom line is that JBL is arranging joint meeting involving SLT, Govs, Mace to discuss questions specified by sub-committee (see 4/11/20 minutes), prior to Mace firming up its proposals to DfE by end-Nov.</p> <p>S3.3 SLE highlighted following strategic points:</p> <ol style="list-style-type: none"> 1. increased demand brought about by demographic changes provides opportunities for expansion of student numbers 2. outcomes of Engine Room work (Session 1 relates) to be incorporated into Strategic Plan 3. likewise capital development main points. <p>S3.4 Main points from Governor discussion (for SLE to include in Strategy going forward):</p> <ol style="list-style-type: none"> 1. RAR highlighted need for clarity on extent to which Mace proposals are to replace buildings on like-for-like basis and/or to grow capacity so as to facilitate expansion in student numbers by perhaps +200/250 (Govs keen on expansion, to aid long-term sustainability, to extent it is feasible given site constraints) – this will be key aspect of SLT/Govs/Mace meeting as per S3.2 above 2. site constraints on expansion should be included as a Threat in Strategy; a related Opportunity might be to consider a second site; strategic consideration needs to be given to implications for how selective College might be given increased demand for places 3. expansion could also be delivered by other means, most notably an ongoing or enhanced blended learning model with appropriate (first choice) face-to-face learning supported by necessary IT developments 	<p>SLE</p>

	<p>4. SLE to continue to develop the Strategic Plan; Govs need to address the big ticket questions above</p> <p>5. JBL to inform relevant Govs of date/time for SLT/Govs/Mace meeting and will update all Govs in due course.</p>	<p>SLE</p> <p>JBL</p>
<p>Endpiece</p>	<p>RAR thanked participants for a productive half-day.</p>	

Minutes prepared by Ian Leedham (Clerk to the Corporation) on 25/11/20

Signed off by Richard Armstrong, Chair, at Corporation 7/12/20