

**GREENHEAD COLLEGE CORPORATION**  
**Minutes of the Quality & Standards Committee meeting held at Upper Greenhead**  
**House, Greenhead College**  
**Monday 27 March 2023, 4.30pm**

**Govs present:** Adrian Barrass, Craig Shannon; Ed Wynn (from 16.39 via Teams); Heather Roebuck; Jon Walker; Richard Armstrong (Chair); Simon Lett (Principal); Stuart Irving (from 16.43 to 17.53)

**In attendance:** Paddy Diamond; Tom Rowley; Kate Abel

**Apologies:** James Reeve; Mark Mitchell; Mo Bunter

| <b>AGENDA ITEM</b>           | <b>DISCUSSION</b>   | <b>ACTION</b>           |
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| <b>1. Welcome, apologies</b> | RAR welcomed participants. Apologies as above.  |                         |
| <b>2. Declarations</b>       | No declarations of pecuniary/prejudicial interest.  |                         |
| <b>3. Minutes 25/1/23</b>    | <p><b>3.1</b> Minutes 25/1/23, previously circulated, agreed by Committee &amp; signed-off by Chair; Clerk to file.</p> <p><b>3.2</b> Matters arising not covered on agenda:<br/>SLE will clarify with MBR which Q&amp;S meeting she will bring the outstanding items to.</p>   | <p>Clerk</p> <p>SLE</p> |
| <b>4. IT Strategy</b>        | <p>PDI summarised key points from the draft IT Strategy report, previously circulated, highlighting:<br/>The operational detail has been removed from the IT Strategy and been added to a new document, the IT Operational Plan. An operational summary and timeline has been left in the Strategy document. SWOT analysis, and how it looks for students and staff has also been added to the Strategy.</p> <p>1. There were differing opinions from several governors about how much has been stripped out of the IT Strategy and what should be included.</p> <p>2. ABA said a road map of deliverables and milestones are required in the operational plan.</p> <p>3. CSH suggested a house format for strategy documents. HRO agreed with CSH that standardising the documents throughout the college would make sense.</p> <p>4. RAR said if all the details are added back into the Strategy, the staff and student consultation will need completing before Corporation sign off.</p> |                         |

5. EWY said an all-encompassing strategy would have input from GC's departments to include their needs and wants. He feels the Strategy needs to articulate vision, values, investment, the technology, delivery, people, culture processes, governance, and a road map.

6. SLE felt the Strategy should be high level, detailing vision and values connected to GC's principles and purpose and the Operational Plan should be highly detailed but probably doesn't need sign off by governors.

7. HRO asked if other strategies fall out of the overall GC Strategic Plan as well as the IT Strategy. SLE said to achieve our five goals there are a number of plans and strategies in place, an example is marketing, to allow us to achieve them. JWA said he's seen the colleges' marketing plan, which has similar content to the draft IT Strategy, with more detail on a separate spreadsheet.

8. RAR summarised that two documents (IT Strategy and IT Operational Plan) are required, but more high-level detail of what we're trying to achieve needs adding back into the IT Strategy.

9. SLE said because the IT Strategy links with pedagogy it needs a broader strategic overview. RAR said the costs involved with the IT Strategy need to go to F&E but the vision and development of teaching and learning via IT is for Q&S consideration. PDI said what happens IT wise in the classrooms becomes a pedagogy document. TRO feels the Strategy is the overall vision and the level of detail filters down to departmental SARs, QUIPs and performance management.

10. TRO commented that the governors have a wide experience of strategic development, but everyone has a different style. CSH added that is why he suggested a GC standard format to the documents as different governors and committees would otherwise have differing styles.

11. RAR suggested that a smaller group, perhaps comprising of EWY, ABA, CSH and PDI, discuss in more detail, what needs to be added to the IT Strategy. CSH said the IT Strategy is a living document to be reviewed annually and will improve with each iteration.

12. It was agreed that some changes will be made to the document and a staff consultation will take place before governors approve the IT Strategy. ABA and EWY asked that an explanation of how this document fits in with the hierarchy pyramid of documents and the objective of these documents is provided. Governors agreed with EWY that each section needs to say how things will improve following the proposed actions. EWY feels more detail is needed to explain how the college will work smarter and he likes the idea of defined metrics so progress can be measured.

13. Governors were asked to send any specific comments through to PDI directly by 31/3/23.

14. SLE summarised that closer alignment with the overall strategic plan is needed together with more in terms of vision, values and metrics in the IT Strategy.

Governors

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|  | <p>15. ABA added that the operational plan needs staff and student consultation. CSH asked if issues in the staff consultation may cause a change in vision and direction and do we need to wait for the consultation before the Strategy is signed off, as it's a living document it can be changed after the consultation.. TRO said the HODs tend to look at IT operationally and are interested in equipment working and the day-to-day use of it. TRO said there is an IT forum with stakeholders across the college who discuss the future direction of IT.</p> <p>16. PDI will advise MJO of any expenditure that will need adding to the budget and this will be discussed at F&amp;E committee.</p> <p>17. It was agreed that IT Strategy will come to governors for sign off after the consultation, taking into account governors' wording and suggestions, in a corporate style that matches the Strategic Plan.</p> <p>18. SLE clarified that where a step change will be taken, sustainability was used as an example, these college documents will be issued in a uniform format.</p> | <p>PDI</p> <p>SLE</p> |
| <p><b>5. New Build Risk Register</b></p> | <p>The document will be updated by MJO for the CDC meeting (19/4/23).</p> <p>The new building may be handed over on 25/8/23. When we have more information, this will need to be reflected in the register. MJO is working with DfE regarding this, it's currently unclear if we will lose the use of the science block on the handover date, it could impact enrolment and there is work involved in moving the departments to the new building.</p> <p>RAR said a timetabling committee needs to look at the handover and moving the students over to the new building. SLE said that SLT think the next phase of the project will be more challenging.</p> <p>SIR asked if staff will need to work over the summer break, SLE does not know yet. RAR said we may need to decline the handover date in August. SLE and KAB agreed that a handover in October could be equally challenging.</p> <p>SIR asked about the logistics of moving to the Hirst Building, SLE said that we will be helped to decant into it.</p>  | <p>MJO</p>            |
| <p><b>6. A1 survey results</b></p>       | <p>TRO summarised the A1 survey results, previously circulated.</p> <p>The survey was run at the end of the first term instead of at the end of the academic year which happened in previous years.</p> <p>The questions are reviewed before the survey is run and HODs give their feedback on the questions too.</p> <p>Percentages are high on the survey.</p> <p>Usefulness of bridging work (67%), this figure may have been affected by the high number of late enrollers this year who didn't attend bridging day and over 100 students who changed courses in September and October. HODs have been asked to review their bridging work.</p>  |                       |

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|                                     | <p>Opportunities beyond the classroom – this question asked in the first term might be a bit early for students, although the figure has increased from last year.</p> <p>Overall, the survey was positive, learner voice is also used in tutoring, subject staff, monitoring, focus groups, and quality assurance week.</p> <p>The response rate for Theatre Studies is low, when the survey was conducted these students were doing practical rehearsals and weren't in classrooms.</p> <p>There's work to be done to get greater uptake across all subjects.</p> <p>Staff feedback said this survey followed several M&amp;P week surveys and students may have experienced survey fatigue.</p> <ol style="list-style-type: none"> <li>1. HRO asked where there's less than 20% surveys completed in a subject, is it because students don't complete it rather than fill in a negative response to the survey and asked if qualitative work was undertaken. TRO confirmed it is followed up.</li> <li>2. RAR asked what the methodology is for getting students to complete the survey. TRO said it's available on Moodle and teachers ask the students to complete the survey. KAB shared best practice is to ask the students to complete it in the first 10 minutes of their lesson, where the percentages are low, students have probably been asked to complete it in their own time. In response to HRO's question the A1 students will be asked to complete another survey at the end of the academic year. A2 students are also asked to complete surveys.</li> <li>3. RAR said there is a correlation between poorer results and lower returns, for some departments this will be added to their SAR or QUIP.</li> <li>4. TRO said some departments couldn't ask students to complete it in class as there was no access to Wi-Fi.</li> <li>5. CSH questioned engagement in some departments where completion of the survey was low, he asked for further feedback after following up with the relevant HODs.</li> <li>6. RAR asked for the overall N number when feedback is brought back so the significance can be determined.</li> </ol> | <p>MMI/TRO</p> <p>MMI/TRO</p> |
| <p><b>7. Update on A2 mocks</b></p> | <p>TRO summarised the results, previously circulated.</p> <ol style="list-style-type: none"> <li>1. Mock exams are a practice, they last 2-2.5 hours which is longer than the A1 assessments.</li> <li>2. These A2 students did not sit GCSE exams.</li> <li>3. Mitigation was in place last year so students could narrow their revision and teachers could narrow the questions on the mocks.</li> <li>4. Several colleges contacted TRO and shared that their mock results were lower than they had hoped.</li> <li>5. ALPS is not an accurate reflection this year as the GCSE grades were derived from TAGs and therefore inflated. Staff are worried because value added is not looking good.</li> <li>6. RAR commented that the mock results look good compared to 2018/19 (pre-covid) which was considered a</li> </ol>   |                               |

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|                                 | <p>successful year, this data appears to suggest that outcomes might be even better, although we are likely to be affected by inflated TAGs.</p> <p>RAR asked for regular in-year data analysis using A1 monitoring and A2 exam data, to see how students are progressing and looking to see if targets that have been set are likely to be achieved and also comparing last year's A1 data to this year's A1 data.</p> <p>7. TRO reminded the committee that grade boundaries will return to the 2018/19 level. TRO said there is a lot of uncertainty about predicting the results for this year.</p> <p>8. There is support and intervention in place and staff are coming in during the Easter holidays to run revision sessions.</p> <p>9. KAB said A Level results are hard to predict, the paper that has been produced shows encouraging results, although some staff and departments have been very concerned about the results. SIR said that GC staff have risen to the challenge.</p> <p>10. SLE said this cohort did better in their A1 assessments than the 2018/19 cohort. He said some departments, like Maths, has become more accustomed to linear exams, and the college has increased the support it offers and taken a unified approach during the last few years.</p> <p>11. SLE said that mock exams have never been a reliable indicator for A Level results. Compared to other years there is a uniform concern from teaching staff. PDI said this may reflect the students anxiety, as they have never sat external exams before.</p> <p>12. TRO added that attendance was good for the mock exams and higher than the previous year.</p> | MMI/TRO |
| <p><b>8. Verbal Updates</b></p> | <p><b>8.1.Safeguarding (KAB) –</b></p> <p>1. Safeguarding incidents are still high, 54 CPOMS were logged from 1/3/23 to 16/3/23 not including action logs, general themes are attendance, mental health, and other general concerns.</p> <p>2. Four students have multiple, complex logs.</p> <p>3. HRO asked for the spread between A1 and A2 students in the 54 CPOMS logged, that data was not available, KAB felt that there are higher numbers of A2 students. The four cases with multiple logs are all A2.</p> <p><b>8.2 Teaching &amp; Learning (TRO) –</b></p> <p>1. Ofsted are doing a research visit on 30/4/23 linked to the Skills Development, part of the new educational framework. They will talk to SLT, HODs and focus groups of students to see how we cover employability skills and develop our learners. A report will be produced following the visit.</p> <p>RAR asked if the research is to help Ofsted inspectors, as feedback is that 6<sup>th</sup> form colleges have been measured against FE colleges during inspections, TRO hopes it will.</p>  |         |

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|                           | <p>2. CPD planning is underway for the summer term reflecting on how to improve teaching and learning focus.</p> <p>3. TRO will be working on a project following increased behavioural issues in the last few years. He will review the issues that have been encountered with HODs and the security team. The students will be informed of the high expectations of behaviour they must follow. A consistent, proactive college approach will be taken with future behaviour issues. Feedback from local schools confirms that the pandemic has impacted on the behaviour with their students as well.</p> <p>JWA asked for examples of unacceptable behaviour that has been encountered, TRO said students have set off fire alarms, vaping, being in local residents' gardens, general immaturity, using phones in class etc.</p> <p>HRO said the consequences of the bad behaviour may be difficult to quantify, KAB said she has put an increasing number of students on low level contracts. HRO asked if this was working, KAB said it does, especially with A1's.</p> <p>TRO said it also coincides with increasing social, emotional, and mental health issues that students are experiencing. KAB said it will be interesting to hear best practice from other departments.</p> <p>SLE said the A1's are behaving better than the A2's and also have better attendance.</p> <p>SLE said staff have highlighted concerns about students' dress with a lot of flesh on show. HRO said there will be wording that can be used in a dress code.</p> <p>4. Easter revision will take place to help students and to maximise the DfE tuition fund.</p> <p>5. Culture Day will take place on 27/4/23.</p> <p><b>8.3 Covid Risks &amp; Mitigation (SLE) –</b><br/>There is a watching brief on this, especially as we are nearing exam season. Increasing numbers of staff and students have had covid recently.</p> <p><b>8.4 Counselling (KAB) –</b><br/>1. Forty students are on the counselling waiting list. A2 students can continue to access counselling until the end of the academic year.</p> <p>ABA said that the students might be stressed by their exam results, RAR said support is available in the college on exam result day.</p> |  |
| <p><b>9. Policies</b></p> | <p>Freedom of Speech Policy</p> <p>SLE said there has not been an occasion yet where this policy has been referred to.</p> <p>Updates have been made, and our policy has been compared to several colleges and universities policies.</p> <p>SLE has also asked AJO for her feedback and is awaiting a response.</p>  |  |



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|                              | <p>Paragraph 5, RAR asked that 'our online platform' which might be off premises should be made clear in the wording. CSH said there should be a statement saying how compliance with the policy will be monitored, and this should be added to all GC policies.</p> <p>Paragraph 26 needs the format correcting.</p> <p>TRO said a watching brief is required with Freedom of Speech as this is a growing issue especially at HE level.</p> | <p>SLE</p> <p>SLE</p> <p>SLE</p> |
| <b>10. AoB</b>               | <p>RAR has asked MBR and PDI to do some analysis on Oxbridge admissions. Cambridge University has done analysis in the UK regarding their admissions and Kirklees was in the bottom five LA's.</p> <p>RAR confirmed this analysis was on Kirklees address data, PDI said the majority of our students don't live in Kirklees.</p> <p>RAR is interested to see if GC is outperforming the other colleges in Kirklees.</p>                     | <p>MBR/PDI</p>                   |
| <b>11. Confidentiality</b>   | <p>No confidential aspects identified.</p>   |                                  |
| <b>17. Date next meeting</b> | <p>Next Q&amp;S, Mon 19 June 2023, 4.30pm.</p>   | <p>Govs note</p>                 |

**Minutes prepared by Sharon Roper (Clerk to the Corporation) on 21/4/23**

**Approved & signed by, Chair, Richard Armstrong on 19/6/23**