

GREENHEAD COLLEGE CORPORATION
Minutes of the Quality & Standards Committee meeting held at Upper Greenhead House, Greenhead College
Monday 18 September 2023, 4.30pm

Govs present: Ed Wynn; Jeanette Palmer; Richard Armstrong (Chair); Simon Lett (Principal); Stuart Irving

In attendance: Mo Bunter; Magdaline Glynn; Mark Mitchell; Tom Rowley; Usman Anwar; Sharon Roper (Clerk)

Apologies: Adrian Barrass; Craig Shannon; Heather Roebuck; Jon Walker

AGENDA ITEM	DISCUSSION	ACTION
1. Welcome, apologies	RAR welcomed participants. Apologies as above.	
2. Declarations	No declarations of pecuniary/prejudicial interest.	
3. Minutes 12/6/23	<p>3.1 Minutes 12/6/23, previously circulated, agreed by Committee & signed-off by Chair; Clerk to file.</p> <p>3.2 Matters arising not covered on agenda:</p> <p>1. Min. 7.1.2, Safeguarding update, MBR, TRO and MMI are having training with an Ofsted inspector on 25/9/23, they will get an update on the Ofsted process on this date.</p> <p>2. Min. 7.4.4, meeting to be arranged between RAR, MBR and LWI to discuss potentially adding Skills to the Careers Lead governor role.</p> <p>3. Min. 8, SLE has formally written to DfE to request cessation of building work during the exam season, May-June 2024. SLE and GC's Exams Manager have a meeting with the University of Huddersfield on 21/9/23 to view contingency exam space.</p> <p>4. Min. 9.1, Staff Code of Conduct and Min 9.2 Complaints Policy, SLE confirmed that the agreed changes have been made.</p> <p>5. Min 9.4, Performance Management Policy, MBR, TRO and MMI have adapted the policy as requested.</p>	<p>Clerk</p> <p>RAR/MBR</p>

**4. KPI's &
5. Exam Results
Analysis**

4. SLE summarised the headlines and the context of the KPI's, previously circulated, highlighting:

1. National results were designed to bring standards in line with 2019 results. GC performance was not as strong as 2019, our figures are above the national ones but below our KPI's in some areas.
2. A key KPI for GC is high grades A* - B, GC result is 59%, the preferred result would be 2 or 3% higher, it's above the national figure by 6.3%, in 2019 it was 10% above the national figure.
3. The context is that this year group were extremely challenging, they arrived in 2021 with inflated TAGs and there were 22% more exam entries than in 2019. The average GCSE score in the 2023 cohort was 7.14, the 2019 cohort average was 6.63.
4. From 2019 to 2023 ALPs providers saw an average rise in GCSE scores of 0.4, GC saw the average entry point rise by 0.11 more than the national figure. There is evidence that there was increased TAGs generosity in the North of England compared to the rest of the country.
5. Attendance KPI was an issue with this year group, 91.1% compared to 94.7% for the A1 cohort, this undoubtedly impacted the results. SLE said an attendance of 90% equates to underperformance by one grade.
6. Retention is slightly below the national figure; the national figure is for the 2021/22 cohort.
7. Student satisfaction increased from last year, and the uptake of students taking the surveys was higher.
8. GC is used to high grades 60%+ and SLE thinks it may take two more cycles to reach the pre-pandemic KPI standard.
9. The summer A Levels had much harsher marking than recent years and this also appears to have affected GCSE results. More than usual of our applicants didn't meet GC entry requirements at enrolment.
10. SLE said it's unclear if the students will find the A Levels easier next year as they have sat GCSE exams, the harsher marking is likely to remain.

5. MBR summarised the Exam Results Analysis, previously circulated, highlighting:

1. Pass rates, A* - C, have improved; SLT are disappointed with A* - B results.
2. Extensive analysis has been undertaken. The group that has underperformed across the college in a range of subjects is Pakistani ethnicity students (283 students). In this group students who studied humanities did better than those who studied STEM.
SIR asked which gender of these students performed worst – it was female.
3. Analysis has been done on every subject to determine the groups of students who have underperformed, eg. SEND, ethnicity, disadvantaged. Subjects do vary but those

of Pakistani ethnicity are the biggest underperforming group. Going forward this group will be a focus in terms of quality improvement and strategies. Assumptions can't be made but following initial assessments, support will be provided.

4. SIR asked why this group underperformed. MBR said there isn't an obvious answer, some of this group didn't engage and some found the step up from secondary school difficult. Some students didn't have enough knowledge and skills in the STEM subjects they were studying, they hadn't sat exams and GC don't offer applied courses if they're struggling.

5. Summer bridging work, induction and the regular assessment cycle has been reviewed and will be adapted.

6. RAR said at Q&S (19/6/23) the exam results were predicted to be higher than 2019 and the GC monitoring system did not pick up the gaps that have now been identified.

MBR said the strictness of the A Level marking could not have been predicted.

MBR said mental health has had a significant impact and A1 monitoring will be looked at earlier in the college year.

7. Teachers and tutors have had VESPA training – vision, effort, systems, practice, attitude, a whole approach from the young person to take accountability for their learning.

8. There have been a considerable number of re-marks, some results have increased by 18 points. All the re-marks will be back by the end of September.

RAR asked if the exam boards will report about their marking and reflect on the challenges they have received – they all have a quality assurance process.

RAR said the national results data is about the same as 2019, except in the north where it is substantially lower.

SIR will go out to the union network about A Level marking and see what feedback he gets.

9. The ALPs score has increased by a grade from last year. RAR said we haven't been looking at ALPs due to the impact of TAGs, MBR said the score has improved with GC adapting to help its students.

10. EWY asked if the right early warning indicators are now in place as we have been surprised by the summer A Level results. MBR said this year the underperformers will be identified in January instead of May, and random quality assurance checks will take place on our systems by SLT.

11. RAR said most schools are experiencing lower attendance, but why is there a regional difference in the exam results in the north.

12. EBO shared some examples of re-marks in her department: an administrative error that had been missed at quality assurance, another of a very harshly marked paper, and examiners who haven't been able to accurately apply marks for grammar and knowledge and understanding.

JPA asked if there was an issue with the quality of the examiners, she is aware that the demographic of examiners

has changed over the years.
SLE used an example of a grade that went from C to A and added there is currently little incentive for teaching staff to mark exam papers.
RAR said if there is a regional issue with the quality of the examiners this must be taken further.

13. JPA said the transport links in Huddersfield are dire, both trains and buses, and can this be taken further. SLE pursued this last year and did contact the West Yorkshire Mayor. SLE agreed that this needs looking at again, arranging transport is expensive and which geographic areas need supporting would have to be agreed.
EWY said attendance could be addressed by supporting students with an alternative remote learning strategy.

14. RAR asked why some subjects have unexpectedly underperformed and asked if there have been larger class sizes in the bigger subjects. MBR said class sizes didn't significantly increase, more teachers were recruited. From the analysis underperformance is not down to new teaching staff. MMI said the group that has underperformed, the Pakistani heritage students, gravitate towards STEM subjects and these are large subjects at GC.
An increase of 108 students took Biology compared to 2019. RAR said 10% of them got a U grade.
MBR said Biology represents 12% of the total cohort, Chemistry, and Maths 11%, and Psychology 9%, underperformance in these subjects has a big impact on the overall college performance.
MMI said there was a big gulf in the 53 students with TAG grades under 6.1 who studied Biology, 10 attained D grades, 20 had E grades and 12 U grades. In other years they probably wouldn't have met GC's entry requirements.
RAR asked how their results compare to their predicted grades.
UAN said in the mock exams in 2023 the grade boundaries matched last year, difficulty in judging these boundaries might explain the discrepancy.
RAR asked if the grade boundaries and monitoring used in 2019 have been forgotten. MBR said HODs have used current information and feedback from the exam boards when setting the boundaries.
After a Link Visit RAR was advised by the HOD that he had identified a small group of students who would not get the grades, RAR has checked the results of this subject, and he was correct. If the HODs were aware of their underperformers why was the data in June predicting better results.
TRO said data based on A2 monitoring in June were not far out with pass rates predicted as 98%, actual results 98.2% and high grades predicted as 63.9% and actual results 59%.
RAR said the high grade figure is significantly out, and when the pass rate is analysed, biology was used as an example, 22 (10%) of the cohort didn't get a grade.

	<p>EWY said there has been an increase of 36% in biology exam entries from 2019, MBR said this shouldn't impact, and the data shows that students who underperformed in this subject have often done better in their other subjects.</p> <p>15. RAR asked how many students make up the 75 U grades and what destination have they achieved, MBR will provide this data to the committee.</p> <p>16. RAR asked what will happen to the highlighted subjects with declining exam entries. SLE said Drama, German and Religious Studies have a viability issue, the costs to run these subjects will be examined, SLT will work with HODs around increasing student numbers to provide a broad vibrant curriculum. RAR does not want to lose subjects, more effort needs to go into saving them and governors need to put resources behind promotion of these subjects in schools.</p> <p>17. The Honours Programme will be reviewed as MFL applicants increased but the conversion to enrolment didn't. Some of the young people who completed the honours programme have enrolled in GC but have chosen other subjects to study. This programme will be expanded to other subjects like RS, PE, and Music.</p> <p>Critical Thinking is being considered as a new subject. MBR said the work that EBO and her team do in the schools is phenomenal. The dip experienced in English enrolments probably reflects the national trend.</p> <p>EBO said her department is supported by SLT to offer all three English specifications. With students they are promoting studying English or Film Studies alongside two Stem subjects.</p> <p>MBR said that HODs are looking at specifications, the modules that are covered and the exam boards.</p> <p>SIR asked if secondary schools offer German – very few do. RAR suggested releasing our German resources to secondary schools to increase the pipeline of students who enrol to study German.</p> <p>18. EWY is shocked about the feedback and insight regarding the re-marks and feels that GC needs to take this further.</p> <p>It was agreed that this will be done after the Exam Boards formally feedback in November.</p> <p>19. EWY asked for benchmarking against northern or regional results as well as the national data we already have. Data will be sought from NORVIC and Maple Group colleges. RAR said that Nick Allen, Sixth Dimension, should also be asked for regional data.</p> <p>SLT have been cautious with the KPI's as it's not yet known if the harsher marking will continue for the 2024 cohort. It's proposed that some of the KPI's, for example high grades, will be achieved incrementally over two years.</p> <p>Attendance KPI has been adapted to include a range.</p> <p>No change to retention KPI.</p> <p>Student Satisfaction KPI has been increased.</p>	<p>MBR</p> <p>MBR</p> <p>SLE/MBR</p>
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	<p>RAR asked for a wider range on pass rates to encourage achievement to 99.5%. EWY suggested stretch targets should be in place.</p> <p>RAR said he would like the attendance KPI to be 95%. Subject to the above changes the committee agreed the KPI's.</p>	
<p>6. Destinations Analysis</p>	<p>UAN summarised the Destinations Analysis, previously circulated, highlighting:</p> <ol style="list-style-type: none"> 1. This is preliminary data from UCAS, the day after results day. It doesn't include apprenticeships or employment; those students are contacted individually. This data will be updated and reissued by October half term. 2. From 1420 students, 1134 took up their university places, 1036 achieved their firm choice and 98 their insurance place. 3. In terms of the more competitive subjects: 55 students are studying medicine, dentistry 16, Vet Science 4, 6 are at Oxford and 14 at Cambridge. 4. EWY asked how many students applied to university, UAN said approximately 1250. Some students have not taken up their place or decided to take a gap year. 5. 493 students are going to Russell Group universities. GC works closely with the following universities: Hull (14 students), Huddersfield (143 students), Lancaster (22 students) and Bradford (39 students). 6. TRO added that in the Spectator magazine GC is 19th in the list for good schools for admissions to Oxbridge. 7. The number of students applying for Oxbridge this year is 140. 8. RAR said the destination results look positive and looks forward to the full analysis. 	<p>UAN</p>
<p>7. Enrolment Analysis</p>	<p>MBR gave a verbal update on Enrolment:</p> <ol style="list-style-type: none"> 1. 1247 students enrolled during the usual enrolment process. 2. Last academic year the conversion rate of students accepting offers to those enrolling was 73%, this year it was 61%. 3. An additional enrolment process was agreed by SLT which resulted in an extra 197 students. The enrolment figure is still lower than where we wanted it to be. 4. Of the students recruited 41% are from local partner schools and 59% from partner schools, a similar figure to last year. Local partner schools were 42% last year. RAR asked for the figure from 2019 as a fairer comparison, this figure was 36% from local partner schools. 5. Of the local partner schools with increased numbers, North Huddersfield Trust has 39 students this year compared to 17 last year. <p>Less students enrolled from the following: King James dropped to 63 compared to 69 last year.</p>	

Netherhall dropped to 16 compared to 25
 Royds Hall dropped to 24 compared to 31.

6. College entry requirements were reduced for local partner schools this year, to 2 x 6 GCSE grades but they still had to meet subject specific entry requirements.

7. RAR asked for trend analysis to understand if numbers are starting to decline from some of the local partner schools together with an Enrolment Analysis paper for Corporation on 2/10/23.

8. Subjects that have fewer numbers enrolled are Drama, English Language and Literature, English Literature, Film Studies, French, Further Maths, Modern History, and all the Music subjects.

RAR said Music Technology had a 100% success rate in grades A-B, MBR added their performance is in the top 10 in the country. RAR said this should be marketed.

9. Actions agreed for next year include:

- Simplifying the application process, the student's latest report will not need to be uploaded because the local partner school will confirm predicted grades. With partner school applicants they will bring their report to their interview.
- MBR has already trained advisors in the local partner schools regarding the new offers process.
- a formal interview will be removed for local partner schools; other local colleges don't interview, and they get a better commitment.
- LCA, Admissions and Enrolment Manager, will work with the local partner school leads, have regular meetings in schools and highlight the wrap around support that is offered.
- change to more personable communication from GC.
- further develop the Honours programme.
- the partner school applicant's conversion rate has shifted from 73% to 61%. This year the number of offers will be increased to these applicants. They will have a face to face interview.
- curriculum will be reviewed to ensure the breadth is there but that it's also value for money.
- marketing activities and school events attended will be reviewed.
- work on improving relationships between GC and the schools.

10. SLE said GC's nearest competitor is expanding its A Level provision with lower entry requirements. One of the discussion points at the upcoming Strategy day will be the number of students on the main site as the target of 2750 has not been met. Staff may need to come in earlier for enrolment as students are going to our competitors on exam results day.

MBR said all non-enrollers were contacted, the main feedback was that they enrolled with a competitor on GCSE results day, the ongoing transport issues, not meeting our entry requirements, and feeling more comfortable at the

MBR

	<p>sixth form where they went to school.</p> <p>11. MBR said the website will be brought to life with interactive videos about the support and subjects available at GC. An additional person has been recruited to the marketing team to help with design work and video editing.</p> <p>12. RAR asked about marketing initiatives to parents, there was a discussion about post 16 provision for students who attend private schools, EWY suggested postcode level flyers.</p>	
<p>8. Analysis on Oxbridge admissions</p>	<p>MBR gave a verbal update on Oxbridge admissions:</p> <ol style="list-style-type: none"> 1. 103 students applied, 24 received offers, 17 were for Cambridge. 2. 5 offers were to students who attended local partner schools and 19 attended partner schools. 3. Two students didn't meet their offers but have gone on to other universities. 4. One student achieved their offer but decided to go elsewhere. Another student achieved the necessary grades but took up an apprenticeship with Rolls Royce. 5. This analysis will continue each year and will be benchmarked to previous years. 6. SIR pointed out that Eton had 178 applications for Oxbridge and 48 accepted, and we have a comparable hit rate to them. 	
<p>9. Brief Verbal Updates</p>	<p>7.1. Safeguarding (UAN) – Safeguarding Training for staff has been run in-house by UAN, EBO confirmed the training was excellent. UAN will train the governors in the Development Session on 4/12/23. A1 CPOMS transfers are arriving from their previous schools, there was a technical issue which has now been resolved. UAN is updating the Safeguarding Policy, following this all staff and governors need to complete the annual quiz.</p> <p>7.2 Counselling (MGN) – MGN is the new line manager for the Counselling department, she has managed counselling teams in her previous roles. She's had a 1:1 with the Lead Counsellor and is aware of the GC provision.</p> <p>7.3 Teaching & Learning (TRO/MMI) – All teachers and tutors have undertaken VESPA training. Pedagogy leaders are working with Heads of Curriculum, and this will feed into the training on Inset Day 29/9/23. Ideas will be developed for activities outside lessons so students can maximise their time. Quality Assurance week is coming up in November, there will be a focus on good practice, SLT and pedagogy leaders visit curriculum areas, HODs attend lessons and arrange focus groups with students.</p>	<p>UAN</p>

	<p>MMI and TRO are collaborating and networking with other colleges and introducing departments at GC with similar departments in other colleges.</p> <p>7.4 Skills Agenda (TRO/MMI) – MMI, TRO and MBR are having training from an Ofsted inspector on 25/9/23.</p>	
<p>10. Counselling Report</p>	<p>Governors discussed the Counselling Report, previously circulated:</p> <ol style="list-style-type: none"> 1. RAR said the report shows the counselling department are seeing more students and increasing productivity compared to the number of staff they have. 2. RAR said there are several requests attached to the report, an example is access to an accessible room. 3. MGN said there were approximately four occasions in the academic year when an accessible room was needed for students. The Lead Counsellor felt that the rooms provided weren't always suitable for a counselling session. MBR said her room has been made available as an accessible room for counselling and currently all students are accommodated. UAN added that there may be more possibilities in the new building for an accessible room. 4. SLE said that work to improve soundproofing in the rooms has taken place, it has improved the rooms, but they are not completely soundproof. The music technician has been asked for ideas about further sound proofing these areas. MGN said that some of these students are very sensitive to noise and MTO doesn't want this to negatively impact their counselling sessions. 5. The report highlights that September is a busy month, RAR asked if this was due to returning students or new students – it's both. MGN said staffing at this time last year also contributed. RAR said as it's a busy period each year MTO needs to think about tactics to cope with it. 6. EWY suggested supporting the A1 students more broadly when they arrive to make them more comfortable with the GC environment. RAR added that for A1 students this might be the first time they have had access to counselling services. 7. SIR thanked MTO for his report. 	
<p>11. New Build Risk Register</p>	<p>This version of the Risk Register went to Audit & Risk meeting (11/9/23). SLE summarised the feedback this committee gave to MJO about the Risk Register. There are fewer red highlighted risks than before, this is due to the delay in the handover of Hirst building which has reduced some risks. The biggest challenge is C2, 'Building Noise Disruption'. A&R committee asked that the column 'Progress of the mitigation plan' are worked on and addressed, and all</p>	

	<p>moved on to say a plan is in place. E10 'Not enough time to move into the Hirst Building', this risk score can now be lowered. The Risk Register will be updated in due course.</p> <p>RAR asked if there has been any progress with agreeing a soft move with DfE and GT into the Hirst Building. MJO will be asked to follow this up with GT.</p> <p>MJO will chase up organising the governors visit to the Hirst Building. EWY asked if it was a concern that visits to Hirst Building are proving difficult to arrange with GT. SLT had a visit scheduled on 8/9/23, the visit was curtailed due to a fire alarm, they saw some of the ground floor and the kitchen still needed a lot of work, but GT have been working from the top floor down. RBY (Student Governor) and the marketing team have visited, RBY said the labs and classrooms look good.</p> <p>SLE said a cherry picker has damaged the side of the building and caused a crack, DfE said this can be easily fixed and it will only take a few days. Gladys, the sculpture which has a long history with GC, has been damaged in transit and needs repairing.</p>	<p>SLE/MJO</p> <p>SLE/MJO</p>
<p>12. Policies</p>	<p>1. Student Re-engagement Policy and Procedure Amendments made are: -to reflect changes in personnel -replaced the Learning Agreement with the Student Code of Conduct (included in appendix 4) -a change to reflect our purpose and principles</p> <p>RAR checked that it's appropriate that MBR can be involved in Stage 2 and Stage 3 of the policy – it was agreed that she can. Policy approved.</p> <p>2. Mission Statement This needs approving at the beginning of each academic year, there were no changes made. Policy approved subject to a name change to Greenhead College Purpose and Principles.</p>	<p>SLE</p>
<p>13. Any Other Business</p>	<p>None on this occasion.</p>	
<p>14. Confidentiality</p>	<p>None on this occasion.</p>	

15. Date next meeting	Next Q&S, Mon 11 Dec 2023, (SAR Validation), 1pm.	Govs note
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Minutes prepared by Sharon Roper (Clerk to the Corporation) on 27/9/23

Approved & signed by , Chair, on 11/12 /23