



**GREENHEAD COLLEGE CORPORATION**  
**Minutes of the Corporation meeting held virtually using Teams**  
**Monday 1 February 2021, 4.30pm**

*preceded by Governors' development session 4pm*

**Govs present:** Abby Barraclough (4.28pm); Alison Jones (4.24-6.17pm); Chantal Forrest; Craig Shannon; Ian Lavan; James Reeve (to 5.21pm); John Holroyd; Jo Horsfall; Kasim Sheikh (from 5.16, *partial, intermittent*); Lisa Wilkinson (Associate) (per min 3); Lucy Giles (4.05pm); Michelle Wheatcroft (4.12pm); Paddy Diamond (to 6.06pm); Richard Armstrong (Chair); Richard King; Simon Lett (Principal); Sue Ellis; Victoria Wright (per min 3)

**In attendance:** John Blake (4.25pm); Mark Mitchell (4.30pm); Mo Bunter; Usman Anwar (4.05pm); Neil Harper (4.29-4.46pm *for item 4*); Ian Leedham (Clerk)

**Apologies:** Stuart Irving; Kate Abel; Tom Rowley

AGENDA ITEM	DISCUSSION	ACTION
<p><b>Pre-meeting: Governors' development session (4pm): Performance data – Mo Bunter</b></p>	<p><b>0.1</b> Mo Bunter, Deputy Principal, was welcomed by RAR and led a presentation and discussion on performance data, including coverage of:</p> <ol style="list-style-type: none"> <li>1. ALPS Value Added system, analysing 'distance travelled' performance broken down by a variety of disadvantaged &amp; other groups and drilling down to department, subject, teacher, class, and individual student levels, enabling intervention &amp; support to be put in place, with national comparisons</li> <li>2. Six Dimensions, analysing progress against previous performance, with external comparisons</li> <li>3. DfE Level 3 Value Added (L3VA) measure, used by Ofsted, comparing Value Added performance with local &amp; national providers</li> <li>4. other key PI's, as featured in early pages of Principal's Report</li> <li>5. note: Clerk to circulate Mo's slides with these minutes, as a reference document for Govs.</li> </ol> <p><b>0.2</b> Governor discussion points included:</p> <ol style="list-style-type: none"> <li>1. datasets &amp; analyses above can help inform Q&amp;S Cttee scrutiny and, more specifically, Gov Link visits</li> <li>2. can develop picture of where performance should be at any point in time at individual student level, but not at wider level</li> <li>3. the different grades (assessed grades based on current performance, minimum expected grades, UCAS predicted grades, CAGs, TAGs) need clear explanation</li> <li>4. the range of interventions in place and how these are triggered and evaluated</li> <li>5. how CEDAR is updated and accessed (including point</li> </ol>	<p>Clerk</p> <p>Govs note</p>

	that parents can access).	
<b>(4.35pm)</b> <b>1. Welcome &amp; apologies</b>	RAR welcomed Governors including two new Govs (min 3 relates). Apologies received, as above. JRE & KSH had previously advised Clerk they might have to dip in and out of meeting.	
<b>2. Declarations</b>	No declarations of pecuniary/prejudicial interest.	
<b>3. Ratify new External/ Associate Governor appointments</b>	RAR introduced and Corporation ratified appointment of two new Governors who, after unsuccessful participation in Parent Gov election process had expressed interest in External/Associate Gov roles, been interviewed by SEL on behalf of S&G Committee, and proposed by S&G Cttee 19/1/21 ( <u>Victoria Wright, External Governor</u> and <u>Lisa Wilkinson, Associate Governor</u> ). Victoria & Lisa introduced themselves, and both were welcomed by Corporation.	Clerk note
<b>4. Greenhead College Student Association (GCSA) constitution</b>  <i>(Neil Harper departed)</i>	<i>(Neil Harper attended for this item)</i> . Proposed amendments to GCSA constitution, as per previously circulated papers, incorporating amendments made on basis of discussion at Corporation 7/12/20 (primarily around drafting of guiding principles to achieve balanced, diverse, inclusive group of GCSA Executive Officers). ABA/LGI summarised the amendments and the early results (in terms of the recent 2021 election). Corporation ratified.	GCSA note
<b>5. Minutes 7/12/20</b>	<b>5.1</b> Minutes of previous meeting 7/12/20, previously circulated, approved by Corporation, virtually signed off by RAR via Clerk, Clerk to file.  <b>5.2</b> One matter arising not covered on agenda: 7/12/20 min 6.3 (A1/A2 student/parent survey results including timeline): reviewed by S.L.T.; SLE to report to Corporation 15/3/21.	Clerk  SLE; Clerk re agenda
<b>6. Principal's Report</b>	Principal summarised key points from previously circulated Report, which included papers on (1) update against actions from FE Commissioners' visits, (2) principles & purpose (Engine Room) update, and (3) statement on remote learning offer. Main discussion points: 1. students & staff: 23 out of 37 vulnerable students currently attending daily (this number rising); 50-60 staff on site, mostly delivering remote teaching; this lockdown more challenging for students; hard for staff; strong student retention & attendance; staff absence low 2. testing: Sarah Whittle coordinating programme and doing superb job; team leader recently appointed;	

	<p>numerous volunteers; sports hall test centre; testing key in facilitating wider return to College; discussion of feasibility in terms of how long each test will take; MWH offered her support (Kirklees Council experience &amp; connections), Locala also offering support</p> <ol style="list-style-type: none"> <li>3. exams replacement: College response to Ofqual consultation, reflecting concerns expressed by parents, students, staff (who will effectively become examiners); internal QA process; will be crucial for exam boards to do what is being asked of them in terms of delivering national integrity; risks of substantial grade inflation; appeals process could become unwieldy; crucial to reassure students &amp; support them to carry on; SLE to do Q&amp;A webinars for parents &amp; students; Ofqual guidance expected after half-term</li> <li>4. FECs' action plan: progress &amp; many actions ongoing</li> <li>5. principles &amp; purpose: document, as amended following Govs' Strategy Day 9/11/20 and consultation with students, parents, staff, adopted by Corporation for academic year 2021/22</li> <li>6. remote learning offer: published on College website; noted by Corporation</li> <li>7. FE White Paper: SLE to update at Corporation 15/3/21.</li> </ol>	<p>SLE note</p> <p>SLE note</p> <p>SLE; Clerk re agenda</p>
<p><b>7. Financial update</b></p>	<p><b>7.1</b> November management accounts &amp; narrative, previously circulated, summarised by JBL and considered by Govs. Main discussion points:</p> <ol style="list-style-type: none"> <li>1. recent teacher pay agreement adds c£20k to in-year teaching salaries – budget can stand this</li> <li>2. on back of recent submission of year-end financials to ESFA, College's auto-generated Financial Health Assessment is 2019/20 Good (210/300 points) and is set to be 2020/21 Outstanding (290/300)</li> <li>3. JBL Govs' development session prior to Corporation 15/3/21, on funding &amp; finance, to provide further context</li> <li>4. CSH requested separating out exceptional financial impacts due to COVID in order to draw out underlying financial performance – JBL to progress, on income &amp; expenditure sides, and circulate to Govs</li> <li>5. JHOL commented positively on balance sheet being much more positive than previously.</li> </ol> <p><b>7.2</b> JBL updated on catering outsourcing, responding to SEL question about staff transition process from College to Aramark: TUPE process underway; Group &amp; 1:1 meetings shortly; staff reassured they will still be seen as part of College team; Aramark induction process planned. Meeting next week to review Aramark's latest financial model.</p>	<p>SLE&gt;JBL</p>
<p><b>8. Capital development update &amp; next</b></p>	<p><b>8.1</b> Minutes of Capital Development sub-committee 14/12/20, previously circulated, noted by Corporation. Main update points (<i>confidential; drafted in this context</i>):</p>	

<p><b>steps</b></p>	<ol style="list-style-type: none"> <li>1. DfE formal announcement awaited</li> <li>2. project contractor appointed (as part of DfE contractors' framework for large build projects) and is reviewing best way forward in light of Planning constraints &amp; practicalities around temporary accommodation and other issues (different approach to DfE/Mace control option); potentially, monies saved from temporary accommodation budget could be invested in other infrastructure priorities</li> <li>3. discussion of proactive stakeholder management &amp; comms strategy (especially in terms of sensitive issue of temporary accommodation from parent/student perspective), in response to VWR question &amp; points; VWR to support this work (SLE emphasised that teaching, enrichment, pastoral provision all remain at existing high quality)</li> <li>4. discussion of potential timelines, in response to LWI question – (preparatory) build works to begin in academic year 2021/22 (potentially Sep 2021), then 2+ years to completion.</li> </ol> <p><b>8.2</b> RAR proposed that Capital Development sub-cttee be constituted as a Committee per se, with its own ToR and enhanced membership including representation from each Committee, Parent Gov input, and Vic Wright in respect of comms – RAR to bring paper to Corporation 15/3/21.</p>	<p>VWR; SLE note</p> <p>RAR; Clerk re agenda</p>
<p><b>9. H&amp;S &amp; wellbeing-related strategic matters</b></p>	<p><b>9.1</b> COVID risks &amp; mitigation:</p> <ol style="list-style-type: none"> <li>1. College COVID Risk Assessment now updated to cover current lockdown period</li> <li>2. will be separate risk assessment for testing process</li> <li>3. College allocation of 437 laptops from government's Help With Tech programme (based on disadvantage-related data), to be loaned to eligible students; College chose option to load its own software using its existing Microsoft licence (no additional licensing costs) (JBL)</li> <li>4. £31k grant for costs of testing &amp; P.P.E. (JBL)</li> <li>5. College can apply for 4G routers with SIM cards for eligible students, giving c5 hrs of internet coverage daily.</li> </ol> <p><b>9.2</b> JBL updated on reported accidents/incidents, near misses, hazards: two near-misses on black ice in January – quickly resolved by Estates team – no accidents to report.</p> <p><b>9.3</b> MBU updated on staff wellbeing:</p> <ol style="list-style-type: none"> <li>1. staff survey completed, 51 respondents – highlighted increased workload and adaptation pressures, pace of change, less social interaction, home pressures (parenting, IT, etc), concerns about COVID risk; potential solutions being implemented include workload review (completed), IT infrastructure &amp; support improvements, further initiatives to share good practice (portal developed for this purpose), showing teachers</li> </ol>	

	<p>how to use Teams breakout rooms, appreciations book in staff room, Connections Group starting imminently to bring staff &amp; students together around shared interests</p> <ol style="list-style-type: none"> <li>2. staff morale is low; work to increase staff engagement in this context is even more important than usual</li> <li>3. RAR asked how Goves can contribute – Link Goves and others to reach out and say hello, show appreciation, or otherwise keep in touch (LGI made similar point in respect of students increasingly showing their appreciation of teachers and other staff).</li> </ol> <p><b>9.4 UAN updated on student wellbeing &amp; Goves discussed:</b></p> <ol style="list-style-type: none"> <li>1. main challenges include uncertainty, low motivation (worsened by removal of exam-based points of focus, or anchors), and both every piece of work feeling crucial because it could feed into final grades and difficulties for some students in reaching out for support, especially those who don't usually fall behind (both points highlighted by ABA) – MMI pointed to assessments continuing, but he will feed back on wider points above to HoDs, tutors, etc</li> <li>2. Teams-based monitoring system in place; this can be improved by more widespread use of Teams banners to make clear when a student's next assessments are due</li> <li>3. related discussion, prompted by CFO, about need to be crystal clear in messaging around mock exams – SLE reiterated that mocks will not happen w/b 8 March but could potentially happen subsequently, and raised question of whether College will be able to use mock grades in whatever final grade system materialises</li> <li>4. 24 students on counselling waiting list, of whom 12 awaiting face-to-face appointment – LGI asked about support in meantime for these 12 – various support in place including MoodMaster course and via tutorials</li> <li>5. safeguarding rota &amp; provision ongoing, including good ongoing work with Kirklees Council</li> <li>6. GCSA has regularly fed back to SLE on student wellbeing issues</li> <li>7. LWI offered to support with ongoing efforts to sustain and increase student motivation &amp; engagement.</li> </ol>	<p>Goves note</p> <p>LGI/ABA note</p> <p>SLE&gt;MMI</p> <p>SLE note</p>
<p><b>10. Corporation composition: membership &amp; Committee updates</b></p>	<p><b>10.1 SEL updated on Corporation/Committee membership, over &amp; above ratification as per min 3 above (minutes of S&amp;G Committee 19/1/21, previously circulated, relate):</b></p> <ol style="list-style-type: none"> <li>1. process underway in respect of replacing Stuart Hillary (Gov with high schools link)</li> <li>2. seeking Gov with FE background and Gov with capital development expertise (potentially Associate Gov route)</li> <li>3. proposed Committee membership changes being discussed by RAR with Goves concerned; Clerk to circulate updated Goves' membership list in due course</li> <li>4. Gov recruitment policy to be developed.</li> </ol>	<p>Clerk SEL/Clerk</p>

	<b>10.2</b> RAR reported that induction meetings with new Govs are ongoing. RKI reported that some Govs, including himself, had not received inductions (Spring/Summer terms 2020): RAR explained reasons for this and will have informal chats with Govs involved to plug any gaps.	RAR
<b>11. Link Governor visits</b>	SLE updated on arrangements, as summarised in documents circulated by Clerk earlier today 1/2/21. Link Govs to discuss with their allocated HoD/link.	Link Govs
<b>12. Other Cttee draft minutes</b>	Minutes of Quality & Standards Cttee 11/1/21, previously circulated, noted by Corporation. JHOR is joining Q&S. Impact of capital development to be added to Q&S 25/3/21 agenda. UAN noted 1,222 UCAS applications, a record.	Clerk re agenda
<b>13. Policies for adoption</b>	None on this occasion.	
<b>14. Policies via Committees</b>	None on this occasion.	
<b>15. AoB</b>	None.	
<b>16. Confidentiality</b>	Govs to note two sets of confidential elements: 1. those specific elements labelled as confidential by SLE in his Principal's Report (min 6): (1) labelled points in replacement of exams section; (2) FECs' recommendations update 2. capital development update (min 8) is confidential and, specifically, appointed contractor named in meeting but to remain confidential.	Govs note
<b>17. Dates</b>	<b>17.1</b> Corporation meeting Mon 15 Mar: Govs' development session 4.00pm (funding & finance) then Corporation meeting 4.30pm, location / video conference to be advised. <b>17.2</b> Clerk to circulate updated Corporation/Committee meeting schedule with these minutes (Govs involved already aware of changes made).	Govs note  Clerk

**Minutes prepared by Ian Leedham (Clerk to the Corporation) on 5/2/21**

**Signed off by Richard Armstrong, Chair, at Corporation 15/3/21**