



**GREENHEAD COLLEGE CORPORATION**  
**Minutes of the Corporation meeting held virtually using Teams**  
**Monday 15 March 2021, 4.30pm**

*preceded by Governors' development session 4pm*

**Govs present:** Abby Barraclough; Chantal Forrest; Craig Shannon; Daniel Bellanfante (per min 3); Danyaal Malik (per min 4.2); Ella Briggs (per min 4.2); Ian Lavan; James Reeve (to 7.20pm); John Holroyd; Jo Horsfall; Lisa Wilkinson (Associate); Lucy Giles; Mark O'Connor; Michelle Wheatcroft (to 7.08pm); Richard Armstrong (Chair); Richard King; Simon Lett (Principal); Stuart Irving; Sue Ellis (to 6.45pm); Vic Wright

**In attendance:** John Blake; Mo Bunter; Tom Rowley; Ian Leedham (Clerk)

**Apologies:** Alison Jones; Kasim Sheikh; Kate Abel

AGENDA ITEM	DISCUSSION	ACTION
<p><b>Pre-meeting: Governors' development session (4pm): Funding &amp; finance – John Blake</b></p>	<p><b>0.1</b> John Blake, Director of Finances &amp; Resources, was welcomed by RAR and led a presentation and discussion on funding &amp; finance, referring to previously circulated documents (notably <i>ESFA 16-19 revenue funding allocation statement 2021 to 2022</i>). Pertinent points included:</p> <ol style="list-style-type: none"> <li>1. revenue funding: 2021/22 allocation based on Oct 2020 student numbers (2,606), with additional high cost funding and disadvantage funding</li> <li>2. SFCA pushing for multi-year funding agreements, which would help with financial planning</li> <li>3. capital funding: ESFA c.£50k for maintenance &amp; repairs; Greenhead one of 50 schools in DfE £1bn capital development programme; can bid for (further) grants to improve buildings up to £4m (significant college contribution would be required); new Sixth Form Colleges fund to be announced soon</li> <li>4. ESFA Financial Health rating 2019/20 Good (210/300 points); envisage moving to Outstanding (290/300) soon</li> <li>5. expenditure on support staff &amp; premises relatively low compared with ESFA benchmarks</li> <li>6. budget 2021/22 to be completed in next few weeks; will go to F&amp;E 26/4/21</li> <li>7. regular financial management reports, ongoing</li> <li>8. internal and external audit arrangements in place.</li> </ol> <p><b>0.2</b> Governors discussed pension costs/grant, VAT and links to academisation (min 16 relates), and changed date for identifying disadvantaged students (John B reported no material effect in this regard).</p>	<p>Clerk re agenda</p>
<p><b>1. Welcome &amp; apologies</b></p>	<p>RAR welcomed Governors including three new Govs (per ratification at mins 3 &amp; 4 below). Apologies received, as</p>	

	above.	
<b>2. Declarations</b>	No declarations of pecuniary/prejudicial interest.	
<b>3. Ratify External Governor appointment</b>	SEL introduced and Corporation ratified appointment of new External Governor with secondary school links, <u>Daniel Bellanfante</u> , Associate Assistant Principal, Moor End Academy, who had been interviewed by SEL on behalf of S&G Cttee and proposed by S&G following an email consultation. Daniel introduced himself and was welcomed by Corporation.	Clerk note
<b>4. Student Governors</b>	Corporation: 1. through RAR, thanked ABA & LGI for their considered and meaningful contribution over past year and wished them all the best going forward; as token of appreciation, Clerk to send cards & gift cards 2. ratified new Student Governor appointments for year ahead, <u>Danyaal Malik</u> & <u>Ella Briggs</u> ; induction meeting with Clerk/RAR already held; Clerk to send key documentation associated with this.	Clerk  Clerk
<b>5. Minutes 1/2/21</b>	Minutes of previous meeting 1/2/21, previously circulated, approved by Corporation, virtually signed off by RAR via Clerk, Clerk to file. No matters arising beyond the agenda.	Clerk
<b>6. Principal's update &amp; related papers</b>	<b>6.1</b> SLE summarised key points from his Principal's Report and associated papers, all previously circulated, and Corporation discussed, as per mins 6.2 to 6.7 below.  <b>6.2</b> Principal's Report, (1) return to College: 1. face-to-face teaching resumed today – went very well 2. update on Covid testing process: overall very good process; learned from initial teething issues; staff participation rate 73%; big thanks to lead officers involved (Alison, Sarah) 3. transitioning to home-based testing for students in Summer Term 4. discussion of expectations on students on their return to college vs appropriate flexibility for remote learning; remote learning continues for those who need it (livestreaming etc where appropriate) but otherwise students expected to attend College; associated discussion of approach to recording lessons and linked issues of file storage capacity 5. student return en masse has brought some complaints from local residents about social distancing – VWR offered to assist with mar-comms response – SLE to	



	<p><b>6.7 IT Strategy. Action &amp; discussion points:</b></p> <ol style="list-style-type: none"> <li>1. actions on: cloud-based storage; course design working party to assess quality of online provision; review Moodle, MIS, Network functions; data dashboard extension &gt; SLE to update Corporation 17/5/21</li> <li>2. actions on: use of Teams, Microsoft 365, OneDrive, Planet e-Stream; review of IT, safeguarding &amp; online learning policies; staff IT skills audit; staff training schedule 2021/22; current IT infrastructure review &gt; SLE to update Corporation 12/7/21</li> <li>3. action on student survey including questions on online expectations &amp; delivery and wellbeing &gt; SLE to bring findings to Q&amp;S Committee 21/6/21</li> <li>4. action on IT requirements for the capital development – SLE progress reports to CD Committee meetings</li> <li>5. CSH argued for a clear statement of future vision in respect of College IT as a transformational development</li> <li>6. JHOR, SIR &amp; others stressed need to include aspects of remote provision that have worked well (including online parents' evenings) and that College can build on</li> <li>7. related discussion of how IT developments could enable increased student places – SLE to consider, alongside clarification of DfE funding stance on online teaching.</li> </ol>	<p>SLE; Clerk re agenda</p> <p>SLE; Clerk re agenda</p> <p>SLE; Clerk re agenda</p> <p>SLE; Clerk re agenda</p> <p>SLE</p>
<p><b>7. Financial update</b></p>	<p>December management accounts &amp; narrative, previously circulated, summarised by JBL and considered by Govs. Balance sheet good &amp; much improved from a year ago; KPI's give no cause for concern; £1.3m out-turn expected. JHOL emphasised need to be mindful to build up reserves for use in capital development works consequential to DfE funded scheme, along with other investment priorities. SIR (whilst declaring an interest given his supply teacher work) pointed out that College savings against supply teacher budgets come at a cost to supply teachers themselves.</p>	
<p><b>8. Capital development update &amp; next steps (confidential item)</b></p>	<p><b>8.1</b> SLE updated Governors on latest DfE scheme design position using a Powerpoint presentation, and Governors questioned and discussed.</p> <p><b>8.2</b> New Control Option (C.O.), based on new build four-storey building on current car park in south east of site:</p> <ol style="list-style-type: none"> <li>1. is predicated on condition-based replacement viz overall 2,500 student population, i.e. replacement rather than expansion basis, focusing on laboratories, social space, new hall, catering provision, improved circulation, etc</li> <li>2. overcomes Planning concerns around previous C.O.; Planning-related meetings going well</li> <li>3. avoids need for temporary accommodation</li> <li>4. has given due consideration to environmental aspects; innovations include ground source heat pumps, bio roof</li> <li>5. College will be without all-weather pitch for 2.5 years</li> </ol>	

	<p>from Sep – working with other schools to plug this gap</p> <p>6. leaves scope for new sports hall, potentially on north of site.</p> <p><b>8.3</b> Phasing, subject to Planning approval (expected c.6/8/21):</p> <ol style="list-style-type: none"> <li>1. car park &amp; site base work from Oct 2021</li> <li>2. new build Jan 2022 to Jul 2023</li> <li>3. decanting Jul-Aug 2023</li> <li>4. demolition, infill works, new all-weather pitch Sep 2023 to Feb 2024</li> <li>5. all other works Mar 2024 to Jan 2025.</li> </ol> <p><b>8.4</b> Supplemental capacity &amp; infrastructure related works will be informed by Mace ‘scope of works’ mini-feasibility document, including options &amp; costs, due April/May following initial/outline Planning approval.</p> <p><b>8.5</b> SIR to arrange visit to College with John B.</p>	SIR & John B
<p><b>9. Formation of a new Capital Development Committee</b></p>	<p><b>9.1</b> Corporation endorsed RAR’s proposal to establish a Capital Development Committee as such (building on work of existing Capital Development sub-committee of F&amp;E), with its own ToR and enhanced membership, as per his previously circulated papers. CDC:</p> <ol style="list-style-type: none"> <li>1. to include representation from each Committee plus VWR on mar-comms side</li> <li>2. to meet regularly (up to five times to September)</li> <li>3. will refer strategic matters to Corporation and specific matters to relevant committees, with recommendations.</li> </ol> <p><b>9.2</b> CDC Wed 24 Mar 4pm, to formally adopt ToR and consider feedback on CEM6 presentation earlier that day (10am), to which CDC members will be invited.</p>	<p>Clerk &amp; Govs note</p> <p>Clerk re agenda</p>
<p><b>10. H&amp;S &amp; wellbeing-related strategic matters</b></p>	<p><b>10.1</b> COVID risks &amp; mitigation: nothing additional.</p> <p><b>10.2</b> Accidents/incidents, near misses, hazards:</p> <ol style="list-style-type: none"> <li>1. JBL reported one accident in kitchen to report; staff member OK; no management implications to pursue</li> <li>2. JBL to set up (College) H&amp;S Working Group.</li> </ol> <p><b>10.3</b> Staff wellbeing update: nothing additional.</p> <p><b>10.4</b> Student wellbeing: SLE brief return to College update.</p>	SLE>JBL
<p><b>11. Corporation composition: membership &amp; Committee</b></p>	<p><b>11.1</b> Clerk updated on Corporation/Committee membership, over &amp; above ratification as per mins 3 &amp; 4 above:</p> <ol style="list-style-type: none"> <li>1. Staff Gov (Paddy Diamond) replacement: three candidates standing in election; result due Fri 19/3/21</li> </ol>	

<b>updates</b>	<p>2. DBE induction meeting being arranged 3. Clerk to update &amp; circulate Govs/Committees list.</p> <p><b>11.2</b> RAR reported that induction meetings with new Govs are ongoing.</p>	Clerk
<b>12. Committee draft minutes</b>	Minutes of F&E 8/2/21 and A&R 22/2/21, both previously circulated, noted. A&R follow-up: Capital Development Risk Register to follow, once overall plans in place.	SLE>JBL
<b>13. GCSA Annual Report &amp; Accounts 2020/21</b>	<p><b>13.1</b> GCSA Annual Report &amp; Accounts 2020/21, as previously circulated, received with thanks by Corporation. ABA/LGI highlighted: good engagement with student body; very good accomplishments across a challenging year; very positive learning experience. RAR/Govs endorsed the above and emphasised their thanks.</p> <p><b>13.2</b> Action points:</p> <ol style="list-style-type: none"> <li>1. LGI pointed out that support to make sense of some of the Corporation/committee documentation would be helpful, going forward – Clerk to consider/action</li> <li>2. ABA/LGI (along with other Govs who have departed in past year) to be invited to Govs’ social being planned for September</li> <li>3. RAR/SIR very happy to provide positive Gov-related references – ABA/LGI to consider</li> <li>4. Clerk to send ABA/LGI thank you cards &amp; Amazon gift vouchers, as token of Corporation’s appreciation.</li> </ol>	Clerk  Govs note  ABA/LGI  Clerk
<b>14. Policies for adoption</b>	Amended Admissions Policy 2021/22 (section 4 having been subject to amendments), previously circulated, adopted by Corporation. CSH pointed out that use of Word track-changes function, to highlight amendments to policy documents, would be a useful innovation going forward – SLE agreed to implement.	SLE
<b>15. Policies via Committees</b>	None on this occasion.	
<b>16. Academisation update (note this item was taken between after item 6.4, FE White Paper)</b>	<p><b>16.1</b> RAR verbal update on joint meeting held 11/3/21 between himself &amp; SLE and Chair &amp; Principal at Huddersfield New College, at which H.N.C. outlined potential ‘empty M.A.T.’ proposal in which Greenhead, perhaps alongside other providers, could join it in an academy venture. In context of FE White Paper developments (uncertainties around BTECs &amp; new T-Levels etc), drivers include potential increase in revenue funding, VAT benefits (academies pay no VAT), more complete DfE</p>	

	<p>funding to cover teacher pay awards and pension costs (academies viewed as public sector), potential for increased back office efficiencies and greater collaboration in teaching/learning and other aspects.</p> <p><b>16.2</b> RAR invited Govs' views. Summary of views:</p> <ol style="list-style-type: none"> <li>1. need to look clearly at benefits, costs, risks</li> <li>2. financial drivers are not as relevant as they might have been when finances were less good; having said that, pay award &amp; pension cost benefits are worth serious consideration</li> <li>3. desire to retain 'magic of Greenhead' whilst pursuing greater effectiveness &amp; efficiencies (as a standalone college)</li> <li>4. concern about change overload: too much going on at present with ongoing post-Covid response &amp; capital development amongst other things; Greenhead support of other schools/colleges could detract from Greenhead provision and dilute quality; Greenhead could lose its U.S.P.</li> <li>5. overall view: not a compelling academisation case at this point, but important to keep situation under review.</li> </ol> <p><b>16.3</b> Actions:</p> <ol style="list-style-type: none"> <li>1. RAR to respond to H.N.C. Chair, along above lines</li> <li>2. Govs' development session to be arranged with input from a Principal from a recently-academised Sixth Form College.</li> </ol>	<p>Clerk re agenda</p> <p>RAR</p> <p>SLE; Govs note</p>
<p><b>17. AoB</b></p>	<p>Brief discussion of staff vaccine uptake &amp; availability, following question from SIR.</p>	
<p><b>18. Confidentiality</b></p>	<p>Minute 8 (capital development update) to be treated as confidential.</p>	<p>Govs note</p>
<p><b>19. Dates</b></p>	<p><b>19.1</b> Following RKI question about format of Corporation &amp; Committee meetings, RAR proposed &amp; Corporation agreed:</p> <ol style="list-style-type: none"> <li>1. Corporation meetings for remainder of academic year to be on Teams, so that all Govs can be vaccinated, with view to resuming face-to-face meetings from September</li> <li>2. Committee chairs to make decisions about format of their respective Committee meetings – Clerk to liaise.</li> </ol> <p><b>19.2</b> Corporation meeting Mon 17 May: Govs' development session 4.00pm (HE Plus programme) then Corporation meeting 4.30pm, Teams.</p>	<p>Govs note</p> <p>Clerk &gt;chairs</p> <p>Govs note</p>

**Minutes prepared by Ian Leedham (Clerk to the Corporation) on 12/4/21**

**Signed off by Richard Armstrong, Chair, at Corporation 19/5/21**