

RESOLVED: to appoint Pete Woodcock as Vice Chair of the Corporation for the 2019/20 academic year to serve until the first Corporation meeting of the 2020/21 academic year.

2. Apologies for absence

Apologies for absence were received from Gurveer Birdi (illness), Stuart Hillary (paternity leave) and Mark O'Connor (work commitment)

3. Declaration of pecuniary / prejudicial interest

Governors and other attendees were invited to declare any direct, indirect, pecuniary, personal or prejudicial interest relating to any item on the agenda for the meeting or likely to be discussed at the meeting. No declarations were made.

4. Minutes of previous meeting (01/07/19)

4.1 Approval of minutes

Governors considered the previously circulated minutes of the Corporation meeting held on 1st July 2019. No amendments were noted.

RESOLVED: to approve the minutes of the Corporation meeting held on 1st July 2019 as a correct record and authorise them for publication.

4.2 Matters arising from minutes

The following matters arising were noted:

Item 3.2 (Matters arising from minutes (20/05/19)) - SDO had completed the safeguarding quiz associated with Keeping children safe in education and MWH was in the process of completing the quiz

Item 4 (Governors' Strategy Day (8/7/19)) - The College's Three Year Strategic Plan 2019/20 - 2021/22, previously circulated to Governors, encompassed the outcome of discussions at Strategy Day. Another governor strategy session to allow further discussion and finalise the Strategic Plan was planned for late November.

STRATEGY

5. Senior Leadership Team Report

5.1 Principal's Report

The Principal (SLE) provided an overview of his previously circulated Principal's Report (October 2019) and highlighted the following:

- **Key Performance Indicators**

- 2018/19 Curriculum and Staffing KPIs had been achieved with exception of:
 - high grades (A*-B) which had now increased to 62.6% with remarks but was lower than for 2018 (63.9%) mirroring national results.
 - Complaints - 4 received in 2018/19 against a target of less than 2 but swiftly resolved by SLT without escalation to Governor involvement
- 2019/20 Curriculum KPIs approved by Quality and Standards Committee (18/9/19)

- Retention currently 95.8%. 18 students lost from A1 to A2 for variety of reasons. Student Engagement Procedure used in A1
 - Attendance currently 96.2% with focus on A2 attendance
 - 2019/20 Finance KPIs based on 219/20 budget figures approved by Finance and Estates Committee (23/9/19)
 - Cash days - two metrics (average cash days through year and minimum cash days at any point) currently under discussion)
 - Overall staff absence currently 2.2% (support 4.3%, teaching 1.0%) and within KPI target (less than 3%)
 - One formal parental complaint to date which had now been resolved
- **16-19 Study Programmes**
 - All students this year have met English and Maths condition of funding
- **Visitors to College**
 - Engine Room representatives had met with SLT to discuss plans to work on development of College vision and values with various stakeholder groups and would be undertaking a session with Governors preceding the December Corporation meeting (2/12/19)

Action: Clerk to circulate information on preliminary work done with SLT to Governors

- **Notable Events in College**
 - Thanks were extended to Governor KMN for her work in organising a series of lunchtime speaker events in College for students
 - Emeritus Governors event and Heritage Week session in College had both been very successful
- **College Strategy**
 - A table showing the College's performance in curriculum and staffing KPIs over the last four years was provided. It was noted that 2018-19 was the first year of full linearity in A Levels. The College's A* performance continued to rise bucking national trend where percentage A* grades has fallen
 - The new arrangements for distribution of A Level results had gone well - results available online from 7:00am with telephone support with face to face support in College from 8:00am
 - Destinations was work in progress - 84.5% to higher education with 379 students (39%) to Russell Group universities and 34 to Oxbridge , 7.3% to apprenticeships and employment, 2.8% to further education and 1.5% looking for work - with aim to report 100% destinations by end of October
 - Enrolment - partner school applications over last three years remained steady with increase in acceptances but fall in actual enrolments. Non-partner school figures continued to rise at application, offer / acceptance and enrolment. Total student number was currently 2513 against day 42 target number of 2500
 - Link Visits - Some changes were proposed to the governor link visit programme for 2019/20. Focus topic for 2019/20 for curriculum areas would be 'monitoring in-year progress' with a two part approach consisting of an initial visit (between start of November 2019 and end of January 2020) with a follow up visit between start of March 2020 and end of May 2020. Link visits to support areas would be as previously with a single visit between the start of November 2019 and the end of May 2020
 - Funding - Raise the Rate and other funding campaigns resulted in a rise of 4.7% in the base rate (£4000 to £4188) from 2020/21 for one year which had improved the financial outlook from that presented at Strategy Day
 - NEU Strike Action - the College did not meet the ballot threshold on this occasion therefore there would be no strike action in the short-term but re-ballot was likely

Questions / comments were invited:

Q: Did the increase in base funding rate mean that there would be an additional two years before a deficit was forecast assuming standstill projection (2500 students) and no further funding increase?

A: Yes, this postponed the forecast deficit position for 2021/22 for a further two years.

Q: How did the drop out figure of 18 students from A1 to A2 compare with previous years?

A: This had not previously been reported. However, there was evidence of what had been put in place to address issue for these students in their A1 year and would be monitored in future.

The Chair echoed the thanks to congratulate all teaching and support staff expressed by the Principal in his report on the excellent results achieved by Greenhead students last year and for their work on results day to support students.

5.2 Deputy Principal's Report – including Curriculum, Quality and Student Outcomes update

The Deputy Principal (MBR) gave a verbal report on the following areas:

- Ofsted update
- Production of the Self Assessment Report, to be reviewed by the Quality and Standards Committee on 25th November, and
- Quality Improvement Plan, work was on-going through the Assistant Principals (Mark Mitchell and Tom Rowley) working with Heads of Department to look at areas where further improvements to student outcomes could be achieved, including in particular Departments considered to have under-performed against expectations based on last years results (this included Further Maths, Law, Religious Studies, and Government & Politics).

5.3 Student Support and Welfare update

Assistant Principals, UAN and KAB updated Governors as follows:

- New supervision arrangements for G1 study area with support staff supervisors, camera, dividers, etc was working well and user feedback had been positive
- New locker system was in place with registration of 840 lockers to individual students. 150 remained unallocated and had been re-advertised
- An increase in counselling referrals for September 2019 (60) had been noted with 80% of these being A2 students and was being investigated.
- Parent and carer workshops on mental health organised by the College's Mental Health Lead, John Clyde Evans and delivered by CAMHS were oversubscribed. Another session on mental health and wellbeing had been scheduled for 3/2/20.

Comment: The increase in counselling referrals was a concern

Response: This was attributed to a combination of factors including an increase in mental health issues and increased awareness of mental health issues. The College had employed extra counsellors and tutors had undertaken Mental Health First Aid training.

5.4 Finance, Premises and Estates update

The Director of Finance and Estates reported as follows:

Finance

- The annual regularity audit undertaken by the external auditors in September had gone smoothly and the annual Members Report and Accounts for 2018/19 would be brought to the December Corporation meeting for approval.
- 2018/19 year end actuals showed a deficit of £782k including pension costs (£299k) and restructuring costs (£270k), leaving operating deficit of £213k. This

represented an improvement of £95k over the budgeted deficit of £308k. In year there had been a reduction in salaries of £81k and the £70k contingency had not been required. There had also been an increase in cash at year end of £85k. The financial health grade had been moderated from unsatisfactory to requires improvement and was forecast to return to good in 2019/20

Premises

- Work had been completed over the summer holiday period to upgrade the toilets adjacent to the Hall and to improve ventilation in the Cooksey Building
- A small underspend on the additional funding provided by the Government last year was showing but this related to timing of expenditure rather than resources not being utilised. All the additional 'little extras' funding would be spent on improving the College infrastructure.
- Development of a Business Case to consider the case for a significant development on the Greenhead site was discussed, including proceeding with possible appointment of a Project Manager to expediate delivery of the necessary documents to enable Governors to make decisions on the investment required. It was agreed that further work was needed to enable the Governors to take decisions on the next steps for making final decisions on the scale and content for a proposed capital investment to expand the capacity of the College. But this would require a further discussion planned before the end of November on a Strategic Outline Case for the proposed development.

Action: Clerk to arrange an additional strategy meeting before the end of November to discuss the case for proceeding with development of a Full Business Case (FBR). SLT and JBL to provide outcomes from commissioned work on a Greenhead site masterplan and the Outline Strategic Case to support any capital development.

Approval of Purchase Order for replacement IT Servers

Approval was sought to bring forward planned expenditure of c£122k to replace existing IT equipment as suppliers were offering up to 15% discount if purchase was undertaken before the end of October. The Finance Director explained that resources had been provided in the budget for this expenditure later next term but because of the discount available the Head of IT was seeking Governors agreement to approve the proposed Purchase Order in advance of the planned next Finance and Estates Committee.

Governors raised some questions as to whether purchase of a replacement server was the best option as against lease or making use of the 'cloud' could be more effective use of resources. DFE agreed to provide a quick response to the Chair on this matter but sought agreement that a final decision on the Purchase Order request would be made before the end of October in order to secure any discount if that was the eventual decision.

Action: Director of Finance & Estates (JBL) to provide urgent response to Chair on the benefits of purchase rather than lease or use of 'cloud' to meet College IT needs. [Subsequently, after an email exchange, the Corporation Chair approved on behalf of Governors the submitted Purchase Order but requested further exploration of the utilisation of the 'cloud' be considered by IT ahead of any subsequent made purchase of replacement IT infrastructure.]

COMMITTEES / WORKING PARTIES

6. Search and Governance Committee

6.1 To receive draft minutes of meeting held on 02/09/19

Governors received and noted the draft minutes of the Search and Governance Committee meeting held on 2nd September 2019.

- 6.2 **Chair's Report (SEL)**
SEL advised the Corporation that two prospective new Governors had been interviewed, one recommended for approval as the current Corporation meeting, with further discussion to resolve any possible issue of conflict of interest to be taken forward by the Chair of the Corporation. Recommendations on membership of Committee/Working Groups had been made and Corporation approval was sought.
Resolved: Corporation approved the appointment of RKI and recommendation made on Committee and Working Party membership for 2019/20 (item 14 on agenda).
7. **Quality and Standards Committee**
- 7.1 **To receive draft minutes of the Quality and Standards Committee of 9th September.**
Governors received and noted the draft minutes of the Quality and Standards Committee meeting held on 9th September.
- 7.2 **Chair's Report (RAR)**
RAR highlighted the KPI discussions held, both in respect of the generally positive performance against 2018/19 KPIs and the recommendations made to Governors for 2019/20. The 19/20 KPIs were planned to be a marginal but stretching improvement on the outcomes achieved last year but advised that for future years it may not always be possible to make sustained improvements against all student performance indicators and at that point further consideration would need to be made about relative priorities between different student performance indicators.
Resolved: Corporation approved the recommendations for KPIs for 2019/20 (item 13 on agenda).
8. **Finance and Estates Committee**
- 8.1 **To receive draft minutes of meeting held on 23rd September 2019**
The minutes of the meeting held on 23rd September were not available due to the unexpected absence due to sickness of the Clerk to the Committee. The minutes would be submitted at the subsequent Corporation meeting on 2nd December 2019.
Action: Clerk make available minutes of the Finance and Estates Committee held on 23rd September at the next Corporation meeting (as well as minutes of the meeting planned for 18th November 2019).
- 8.2 **Chair's Report (RAR)**
RAR highlighted the positive outcome against last years budget. These would be confirmed at year end by the external and internal auditors whose reports would be available to relevant Committees at their next meetings. Discussions had taken place over the 2019/20 financial KPIs which were recommended for approval at item 13, apart from one on Cash in hand days where further discussions would be had over setting a more relevant indicator than previous years.
- 8.3 **Year End (2018/19) Accounts**
The DFE (JBL) highlighted that the end year accounts showed lower expenditure on the 2018/20 approved budget, before exceptional expenditure on planned redundancy costs were included. A small amount of capital funds provided in-year by the Government were showing unspent at the end of the year but had now all been spent in line with Governors approved investment.
Governors noted the positive out turn position and congratulated DFE on the effective cost control achieved across the College last year.
9. **Health and Safety Committee – no meeting since 01/7/19**
No meeting of the Health and Safety Committee had taken place so far this year, with the next meeting scheduled for 14th November 2019 at 4:00pm.

Chair of the Committee had no further updates at this time to report. It was noted that the terms of reference for this group had been expanded to include student welfare and mental health issues and these would be discussed at the Committees next meeting.

- 10. Audit and Risk Committee – no meeting since 01/7/19**
The Chair (PWO) explained that no meeting of the Audit and Risk Committee had taken place so far this year, with the next meeting scheduled to be a joint meeting with the Finance and Estates Committee on 18th November 2019. This would consider the External Auditors report on 2018/19.
- 11. Safeguarding and Prevent Working Group – no meeting since 1/7/19**
UAN explained that the next meeting of the Safeguarding and Prevent Working Group was to take place on 16th October and an any update from that would be reported to Governors at their next meeting.
- 12. Marketing Working Group (MBR/KMN)**
MBR explained that the Marketing and Liaison team within the College had been extremely busy, successfully recruiting additional students and planning for Open Days for prospective students and parents taking place in October. KMN had chaired a meeting of the Marketing Working Group on 26 September 2019, which now included student representatives. The Group intended to focus on 3 key issues:
 - Improving communications internally with students
 - Improving communications with parents
 - Considering what more might be done to ensure prospective students considered Greenhead as their destination of choice.RAR also noted that KMN had arranged a series of external speakers to attend the College over the academic year to speak to our students with an emphasis on employability skills such as leadership, time management and team working). Other Governors would be asked going forward to consider what contacts they might be able to suggest to continue this important initiative in future years.

FOR DECISION / ACTION

- 13. Confirmation of KPIs for the 2019/20 academic year**
Resolved: To approve the KPIs as recommended by the Principal
- 14. Ratification of proposed committee members, committee chairs, working group membership and Governors with specific responsibilities**
Resolved: To approve the recommendations made by the Search and Governance Committee with no amendments.
- 15. Arrangements for Link Visit Programme 2019/20**
The Principal introduced the paper which recommended some amendments to the way Governor Link Visits might operate this year. Some discussions were had about the intent and purpose of Link visits and it was agreed that a discussion could usefully be had to help clarify the purpose of these visits and make subsequent recommendations to the Corporation. In the meantime, Governors agreed to volunteer to make specific visits to named academic departments and support services suggested in the paper.
Action: Chair and Clerk to arrange appropriate forum for discussion of Governor Link Visits.
- 16. Appointment of RBR as Emeritus Governor**
Resolved: Members unanimously approved the recommendation of the Search and Governance Committee to appoint RBR as an Emeritus Governor and for the Chair to write to RBR on this matter.

17. Student Governors' Report

As LAD had had to leave the Corporation meeting prior to this item, ZZA gave a verbal update to Governors on the work being undertaken by GCSA. This included planning for Charity Day, where students were raising funds for a chosen charity.

18. Letter from Eileen Milner, Chief Executive, Education and Skills Funding Agency re Bournville College investigation report

The correspondence was noted by members.

19. Review of Policies / Procedures / Other Documentation

19.1 An updated Admissions Policy 2020-21 document was resent to Governors and was approved.

20. Update on Senior Post Holder annual review

RAR informed Governors that along with CSH an appraisal of senior staff would be held on 17th October 2019.

21. Amendments / Additions to Risk Register

JBL explained that the Risk Register was reviewed by SLT each term with the Audit and Risk Committee kept informed. College finance had improved following the restructuring agreed last year but ensuring financial control would remain a key focus to ensure reserves were replenished ahead of possible need to contribute to any capital development. Retaining high student numbers was a critical factor here and therefore retaining an outstanding judgement from any forthcoming Ofsted visit was vital.

22. Confidentiality

22.1 Identification of any confidential discussions during meeting
None were identified

22.2 Identification of any supporting papers deemed confidential to be removed from pack made available in staff room following this meeting.
Paper C would need amending in the light of the work being undertaken to produce a SOC for the forthcoming strategy discussion and therefore should not be made more widely available at this time.

23. Meeting Dates

23.1 Next Corporation meeting

Monday 2nd December 2019 at 4:30pm in G17, Cooksey Building

23.2 Committee / Working Group meeting dates

- Search and Governance Committee on Monday 11th November 2019 at 4:30pm
- Quality and Standards Committee on Monday 25th November 2019 at (SAR Validation, all Governors welcome, lunch provided)
- Finance and Estates Committee on Monday 18th November 2019 at 4:00pm
- Audit and Risk Committee on Monday 18th November 2019 at 5:00pm
- Safeguarding Working Group on Wednesday 16th October at 1:30pm
- Health and Safety Committee – Thursday 14th November 2019 at 4:00pm

23.3 Other key dates

- FE Commissioner's Diagnostic Assessment visit – Tues 12th and Wed 13th November 2019
- Christmas Production – Tuesday 10th – Thursday 12th December 2019 at 7:30pm
- Festival of Nine Lessons and Carols – Monday 16th December 2019 at 7:30pm

(Holy Trinity Church) – *SEL volunteered to undertake reading on behalf of Governors*

- Awards Evening – Thursday 19th December 2019 at 6:30pm
(John Smith Stadium)

Signed off by Richard Armstrong, Chair, at Corporation 3/2/20