

GREENHEAD COLLEGE CORPORATION

Minutes of the Corporation meeting held virtually using Microsoft Teams Monday 12 July 2021, 4.00pm (ended 6.46pm)

Govs present: Chantal Forrest (from 4.47pm); Chris Kneale; Craig Shannon (from 4.24); Daniel Bellanfante (4.33-5.58); Ella Briggs; Ian Lavan; James Reevell (4.34-4.43 & 5.47-end); John Holroyd; Mark O'Connor (4.06-6.00 & 6.17-end); Richard Armstrong (Chair); Richard King; Simon Lett (Principal); Stuart Irving; Sue Ellis (to 6.31); Vic Wright (from 4.32)

In attendance: Richard Pember (devt session to 4.31); John Blake (from 4.14); Kate Abel (from 4.30); Mo Bunter; Tom Rowley (from 4.24); Usman Anwar (4.25-6.10); Ian Leedham (Clerk)

Apologies: Alison Jones; Danyaal Malik; Kasim Sheikh; Michelle Wheatcroft

| AGENDA ITEM | DISCUSSION | ACTION |
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| <p>Pre-meeting: Governors’ development session (4pm): Oxbridge Support – Richard Pember</p> | <p>0.1 Richard Pember, Oxbridge Coordinator (since 2016), welcomed by RAR and led presentation & discussion on Oxbridge Support programme and its impact. Data contained in two previously circulated documents relate. Pertinent points included:</p> <ol style="list-style-type: none"> 1. programme encourages & prepares suitable students (from Jan of A1 year) to consider & apply to Oxbridge & supports them through entire process, whilst being clear there are many other good Univs to consider 2. 14 tutors in programme, offering subject-specific support where possible, with very helpful Teams page (<i>Oxbridge Support 2021</i>, shown) at core of programme 3. good reciprocal links built with both Oxford & Cambridge 4. ratio of Oxbridge offers to applications over past 7 years is around 1:3, comparing favourably with 1:6 nationally (2020 24 offers from 82 applications, 2019 40 from 120) 5. College was 9th nationally in a national league table of offers to applications (<i>The Spectator</i> 11/3/21) 6. Richard outlined some case study success stories and EBR endorsed this from her own perspective. <p>0.2 Governors asked follow-up questions, including:</p> <ol style="list-style-type: none"> 1. in response to SIR question about Greenhead brand, Richard pointed to Oxbridge being positive about authenticity, self-motivation & determination of Greenhead students, in contrast with ‘coached, polished performance’ traditional private sector approach 2. RAR asked about ethnic breakdown of Oxbridge applications & offers, compared with College population – this is an area for further development – and highlighted a helpful Cambridge connection working to increase BAME access (an ex Greenhead student). | |

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| <p>survey update</p> | <p>circulated paper:</p> <ol style="list-style-type: none"> 1. survey completed straight after progress assessments & achieved response rate of around 50% 2. context includes remote learning backdrop and quick & steep learning curve in terms of online delivery 3. 'opportunities beyond classroom' low score addressed by impactful <i>Step Into</i> programme amongst other things 4. Moodle question low score: should have included Teams in question as many departments had migrated to Teams (a point endorsed by EBR) 5. two main actions: (1) following HoD discussions, will identify quality improvement actions; (2) departments with significantly below average scores to be prioritised for cycle of 'deep dives' (RAR noted some of these are departments that also score below average on ALPS) 6. A1 & A2 in-year and end-year surveys ongoing (RAR supportive of in-year formative surveys); will also broaden out to include focus groups too 7. CSH asked if TRO will bring next-stage curriculum development & quality improvement plans to Q&S Cttee – TRO confirmed he will. | <p>TRO; Clerk re agenda</p> |
| <p>6. Financial update & budget sign-off</p> | <p>6.1 JBL introduced and Gobs considered (1) May 2021 management accounts & narrative and (2) budget 2021/22 recommended for approval by F&E Cttee 8/7/21, plus updated commentary & updated accompanying paper, all previously circulated.</p> <p>6.2 May 2021 accounts. Projecting £1.3m end-year surplus and cash in bank c.£2m with purpose of supporting campus developments including refurbishment, potential new sports hall, and other expansion-related schemes. JHO satisfied with cashflow/surplus projections.</p> <p>6.3 Budget 2021/22. Includes additional staff to cover additional students, assumption of 2% pay award, 73.6% staff costs to income ratio decreasing to c.72.5% in 2022/23 when lagged additional ESFA income arrives (against 70% ESFA/FEC target), increased cashflow to further support capital costs going forward, ESFA financial health rating projected to remain outstanding for next two years at least.</p> <p>6.4 Budget 2021/22 approved by Corporation on basis of recommendation made by F&E 8/7/21, i.e. as a one-year holding budget accompanied by a specified programme of work to bring budget more in line with key strategic goals & priorities (i.e. as a platform/vehicle for achieving these) and appropriate sector benchmarks, most notably around structure & level of staff costs and especially teaching staff costs (<i>more detail in F&E 8/7/21 minutes</i>) to be progressed by S.L.T. with selected Governor and potentially external expert input, which itself will feed into and be informed by Committee meetings in Autumn Term leading up to</p> | <p>SLE; Clerk</p> |

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| | <p>Governors' Strategy Development Day 1/12/21.</p> <p>6.5 RKI asked about progress made with developing Reserves Policy – RAR pointed out that overall intent has been set out and that funding priorities will be agreed at Governors' Strategy Development Day 1/12/21.</p> | <p>re agenda</p> <p>Clerk re agenda</p> |
| <p>7. Disaster Management Plan sign-off</p> | <p>SLE introduced and Gobs considered draft updated Disaster Management Plan (confidential document), previously circulated. Approved by Corporation subject to the following points/actions:</p> <ol style="list-style-type: none"> 1. DfE new build scheme will prompt revisions to the Plan, as detail emerges; revisions will go to Audit & Risk Cttee for consideration (agreed RKI) 2. responding to CSH question about Plan being readily available for immediate use in emerging scenarios, SLE pointed out Plan is stored on Teams/intranet and he has own paper copy too – beyond this, would be wise to produce 'action summary' for key S.L.T. officers including communications lead – VWR can support Comms Team with this 3. an appropriate command centre needs to be in place and ready – SLE pointed out that Huddersfield New College is the designated centre 4. in response to CSH & CFO questions about stress testing the Plan (beyond the COVID response and fire & site lockdown testing), SLE agreed S.L.T. to test specific scenarios including what would happen if SLE (and subsequently other key S.L.T. members) not available 5. communications lead needs to work closely alongside SLE – VWR can support with any necessary upskilling of Comms Team to prepare for this 6. good record keeping is essential, e.g. to support a post-incident review – ensure that Sarah W as designated lead for record keeping goes on an appropriate course to support this (e.g. note courses offered by public sector bodies such as LA Public Health, WY Police). | <p>SLE/JBL; Clerk re agenda</p> <p>SLE (>VWR)</p> <p>SLE</p> <p>SLE (>VWR)</p> <p>SLE</p> |
| <p>8. Capital development</p> | <p>8.1 Update & discussion:</p> <ol style="list-style-type: none"> 1. new regulations mean sprinklers need to be incorporated in new build plans, which will be more difficult in context of recently agreed measures to meet Net Zero Carbon requirements – Client Engagement Meetings now delayed; new schedule will emerge 2. Gobs questioned whether this will delay overall delivery of scheme – DfE/GTry feedback awaited; expected in around 2 weeks' time; SLE/JBL to follow up as needed 3. CSH emphasised that delays such as these need to be explicitly factored into delivery plans going forward, allowing appropriate & realistic flexibilities 4. scope of additional works (Mace document) – see Cap Devt Cttee 5/7/21 minutes (min 13.1.4 below) – SLE to | <p>SLE/JBL</p> |

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| | <p>provide further update to CDC by end of this week.</p> <p>8.2 New Build Risk Register, previously circulated – has been reviewed by all Committees since last Corporation meeting – agreed it will be updated on basis of Committee feedback and then brought to next Corporation meeting.</p> | <p>SLE</p> <p>SLE/JBL; Clerk re agenda</p> |
| <p>9. H&S & wellbeing-related strategic matters</p> | <p>9.1 UAN summarised and Govs discussed Annual Safeguarding Report 2021, previously circulated:</p> <ol style="list-style-type: none"> 1. College scored Grade 3 overall (highest grade) in Kirklees Schools Safeguarding Audit – SEL, Safeguarding Lead Gov, praised this achievement, especially given context of increased need/demand 2. this year College is being more proactive in asking schools for safeguarding information in advance; some non-partner schools less keen to share information (a point probed by RAR) 3. eating disorders, home issues, & mental health are issues showing most significant increase 4. staff training & Govs’ mandatory requirements in place 5. LADO (LA Designated Officer) referrals x 2 discussed, including in response to SIR questions on quality of CAMHS & LADO response/input & EHCP overlap 6. RAR asked about arrangements for College forwarding safeguarding-related information to universities – given that students involved are adults (18+), College does this with student consent – last year 2 universities were given information on this basis 7. Clerk noted Safeguarding Update session arranged for Thu 9/9/21, 4.30pm. <p>9.2 COVID risks & mitigation – envisaged testing centre will need to be re-established in September.</p> <p>9.3 Review of accidents & near misses, based on a summary paper and variety of supporting documents reviewed by H&S Working Group around 2 weeks ago, all previously circulated. Work has been done to increase profile of near misses. COVID makes it more difficult to make comparisons over time; will keep a watching brief as year-on-year comparisons become more meaningful.</p> <p>9.4 Staff wellbeing update. Mo update:</p> <ol style="list-style-type: none"> 1. staff exhausted after a very difficult year of stepping up to new challenges 2. end-of-term arrangements summarised, including Staff Wellbeing Day & food/drink on final day of term 3. Mental & Physical Wellbeing (MAP) approach, in pursuit of better work-life balance, will become increasingly embedded in practice in Autumn Term 4. Corporation, via RAR as Chair, formally recorded its thanks & gratitude to all staff for their work and achievements over the past year – linked, RAR letter | <p>Govs note</p> <p>SLE/JBL</p> |

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| | <p>has been circulated today, thanking staff for their work.</p> <p>9.5 Student wellbeing update. Covered by previous items. Y11 Bridging Day today went very well. GCSA role in conveying information to future prospective students praised by Mo & Govs.</p> | |
| 10. Recognition of staff's work during pandemic | SLE updated on two papers that had been previously circulated & discussed by email, and re-circulated with papers for this meeting. Agreed £30 gift card as a general thank you from the Govs. RAR argued that a potential further recognition/thanks should be considered at around Christmas time. | |
| 11. Ofsted planning | Mo summarised an Ofsted update, previously circulated, detailing amendments to Education Inspection Framework & approach to inspections from Autumn Term. College will be Ofsted priority for full inspection, with 2 working days' notice. All-staff training upcoming later this week. RAR to write to all Governors in respect of compiling Govs' Ofsted team, on basis of key roles & responsibilities; Clerk to subsequently keep an eye on team members' calendar availability in Autumn Term & beyond as needed. | RAR > Clerk |
| 12. Governance update | <p>SEL update:</p> <ol style="list-style-type: none"> 1. Corporation confirmed: (1) CSH's previously expressed desire to continue as Gov to end of new build, noting his ongoing strategic planning & related expertise & input; (2) SIR appointment as SEND Lead Gov 2. Governors' self-assessment 2021: questionnaires to follow from Clerk, including request for basic demographic information that will help with developing approach to equality, diversity & inclusion in respect of Governor appointment & succession arrangements 3. Link Governor visits & reports AY2020/21 update, referencing previously attached note and Clerk's previous email of 28/6/21 setting out arrangements for remainder of this year (note visits can be deferred to Autumn Term; send reports to Clerk) & next year (2021/22 plans to follow) 4. MOC noted that he has undertaken his Economics visit and will submit report to Clerk 5. Chair & Vice-Chair election process AY2021/22, referencing previously attached briefing note giving advance notice of process & schedule to be followed (note next stage is for Clerk to email Governors w/e 3/9/21 with request for nominations). | <p>Clerk note x 2</p> <p>Clerk</p> <p>Govs note SLE</p> <p>MOC</p> <p>Clerk; Govs note</p> |
| 13. Committee | 13.1 The following Committee minutes, all previously | |

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| draft minutes | <p>circulated, were noted by Corporation:</p> <ol style="list-style-type: none"> 1. Search & Governance Committee 8/6/21 2. Finance & Estates Committee 14/6/21 3. Quality & Standards Committee 21/6/21 4. Capital Development Committee 5/7/21. <p>13.2 Noted that F&E Committee (extraordinary, budget) 8/7/21 minutes will follow.</p> | |
| 14. Policies for adoption | <p>14.1. Complaints Policy, as amended following Gov feedback & questions at Corporation 19/5/21 and approved by email 14/6/21, re-circulated with papers for this meeting, formally adopted by Corporation.</p> <p>14.2 Predicted Grades Policy, previously circulated, with proposed amendments highlighted in red, adopted by Corporation subject to one amendment to be made by SLE prompted by CSH question – this relates to clarifying meaning of paragraph at top of p.3, which can currently be interpreted in two ways (either accuracy is higher than national rate, which is intended meaning, or grades are higher than national rate). Policy can go on website once above amendment made.</p> <p>14.3 Student Re-engagement Policy & Procedure, previously circulated, adopted by Corporation. Policy can go on website.</p> | <p>SLE/Clerk note</p> <p>SLE, Clerk note</p> <p>SLE</p> <p>SLE</p> |
| 15. Policies via Committees | None on this occasion. | |
| 16. AoB | None. | |
| 17. Confidentiality | The Disaster Management Plan document (referenced in min 7) is confidential. | |
| 18. Meeting schedule AY2021/22 | <p>18.1 Meeting format to move towards a mixed economy:</p> <ol style="list-style-type: none"> 1. intention that Corporation meetings be face-to-face from September, with ability to connect via Microsoft Teams included – SLE/Clerk to seek appropriate solutions with IT Department 2. Committee meetings could be conducted on Teams or face-to-face depending on Chair’s preference; Cap Devt Cttee meetings will likely be on Teams owing to relatively large size of Committee, greater frequency of meetings, and regular external invitees. <p>18.2 Corporation & Committee meeting schedule, Academic</p> | <p>Govs note</p> <p>SLE/Clerk</p> |

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| | <p>Year 2021/22, previously circulated, with Cap Devt Cttee meetings to be added, agreed by Corporation. Highlighted dates include:</p> <ol style="list-style-type: none"> 1. Govs' Safeguarding Update Thu 9/9/21, 4.30pm 2. Govs' Social Event Thu 16/9/21, 4.00pm, G17 3. next Corporation meeting Mon 4/10/21: Govs' devt session 4.00pm, Corporation meeting 4.30pm 4. Govs' Academisation Briefing Wed 10/11/21, 4.00pm 5. Govs' Strategy Development Day Wed 1/12/21, programme TBA. <p>18.3 On behalf of Corporation, RAR thanked Governors and S.L.T. for their hard work, contributions, and value added and offered best wishes to all for the Summer Holidays.</p> | Govs note |
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Minutes prepared by Ian Leedham (Clerk to the Corporation) on 16/7/21

Signed off by Richard Armstrong, Chair, at Corporation 4/10/21