



GREENHEAD COLLEGE CORPORATION
Minutes of the Corporation meeting held virtually using Teams
Wednesday 19 May 2021, 4.00pm

Govs present: Chantal Forrest; Craig Shannon; Daniel Bellanfante (to 5.18pm); Danyaal Malik; Ella Briggs (from 4.16pm); Ian Lavan; James Reevell; Kasim Sheikh (to 4.48pm); Lisa Wilkinson (from 4.07pm); Mark O'Connor (from 5.03pm); Michelle Wheatcroft (to 5.10pm); Richard Armstrong (Chair); Simon Lett (Principal); Stuart Irving (from 4.09pm); Sue Ellis (to 5.27pm); Vic Wright (to 5.01pm)

In attendance: John Blake; Mark Mitchell; Mo Bunter; Usman Anwar; Ian Leedham (Clerk)

Apologies: Chris Kneale; John Holroyd; Richard King

AGENDA ITEM	DISCUSSION	ACTION
Note	<i>This meeting was rescheduled at short notice following an abortive attempt to undertake the meeting on the Monday (17 May), as previously scheduled, owing to IT connectivity issues beyond our control. There was no Governors' development session on this occasion: the session on Oxbridge Support scheduled for 17 May was deferred to the next scheduled Corporation meeting on 12/7/21.</i>	
1. Welcome & apologies	RAR welcomed Governors. Apologies received, as above.	
2. Declarations	No declarations of pecuniary/prejudicial interest.	
3. Ratify External Governor appointment	SEL, on behalf of Search & Governance Committee, introduced three Governor changes: 1. Jo Nowacki: resignation confirmed – Corporation noted 2. Chris Kneale: noted appointment as Staff Governor ratified by Corporation via email consultation 3. Lisa Wilkinson: Corporation ratified proposed transfer from Associate to External Governor (replacing Jo Horsfall), as recommended by S&G Committee via email consultation.	LWI & Clerk note
4. Minutes 15/3/21	Minutes of previous meeting 15/3/21, previously circulated, approved by Corporation, virtually signed off by RAR via Clerk, Clerk to file. No matters arising beyond the agenda.	Clerk
5. Principal's update & related	5.1 SLE summarised key points from his Principal's Report (which included FECs' recommendations update,	

<p>papers</p>	<p>academisation briefing paper, draft Five-year Strategic Plan), previously circulated, and Corporation discussed, as per mins 5.2 to 5.5 below.</p> <p>5.2 COVID tests data (Report p.3): 7,168 student & 1,038 staff tests carried out at home; concern about staff tests being lower than hoped for. Staff COVID vaccinations data (Report p.5): first vaccination 72%, second vaccination 8% (170 survey responses, which is 70% response rate) – agreed survey to be repeated late this term or early Autumn Term. SEL asked about staff who have been (first) vaccinated perhaps not having tests – SLE reiterated it is College policy for vaccinated staff to continue with testing & staff have been reminded – he will investigate further as to how testing can be further improved.</p> <p>5.3 Policy for deriving Teacher Assessed Grades awaiting approval from awarding bodies and will then be published. A course design working party is being set up. Early progress being made against IT Action Plan.</p> <p>5.4 Academisation paper. CFO asked about the VAT question and whether SFCA had been pushing for zero VAT for SFC’s (alongside academies, which already have zero VAT status) – SLE explained it had, but that main SFCA focus is on increasing overall per-student funding as per its Raise the Rate campaign.</p> <p>5.5 Draft Five-year Strategic Plan, in advance of full consideration at Governors’ Strategy Development Day 1/12/21. Key points included:</p> <ol style="list-style-type: none"> 1. additional capital works element to be added; Mace ‘scope of works’ report still awaited (late-Summer estimate) 2. CSH pointed out that two final points under milestones & performance monitoring are insufficiently SMART – SLE/S.L.T. to review & update 3. VWR asked whether Plan will be signed off, and when, or perpetually rolling forward – sign off will be sought early in Autumn Term, following receipt of Mace report, then ongoing review process. 	<p>SLE</p> <p>SLE</p> <p>SLE</p> <p>Clerk re Corp agendas</p>
<p>6. Financial update</p>	<p>John B introduced and Governors considered March 2021 management accounts & narrative, previously circulated, along with implications for development of Reserves Policy. Key points:</p> <ol style="list-style-type: none"> 1. positive comparisons with this time last year 2. laptops received as part of DfE Covid remote learning scheme, plus laptop charging trolleys x 3, to be brought into accounts and depreciated over a 5 year period 3. catering: Aramark to start straight after half-term, 7/6/21 4. cleaning: tender exercise – cheapest pitch is £30k more than current in-house cost – continuing to pursue in- 	

	<p>house efficiencies</p> <ol style="list-style-type: none"> 5. sport: Highfields pitch drainage & changing rooms' options – picture remains unclear 6. Post-16 Capacity Fund for expansion-related capital costs now live – application deadline mid-June for works to complete Aug 2022 – no suitable pitch possible at present, but hope this Fund will continue in future years 7. discussion of staff costs to income ratio K.P.I., in response to CSH question – more rigorous benchmarking & performance data (on staff costs, IT, etc) to be pursued, including clarification of different numbers in SLE & John B reports (SLE & John to action) – to be considered initially at F&E 14/6/21 8. scenario/sensitivity work, as per F&E 26/4/21 min 6 (min 10.3 below relates) – to be developed further at F&E 14/6/21 & subsequently, informed by upcoming Mace 'scope of works' feedback 9. further work as per mins 6.7 & 6.8 above to inform discussions at Govs' Strategy Development Day 1/12/21 10. April accounts to be available shortly, within a week. 	<p>SLE, John B / Clerk re agenda</p> <p>Clerk re agenda</p>
<p>7. Capital development DfE scheme</p>	<p>7.1 Delay with Galliford Try (GT) / DfE scheme, due to DfE still evaluating GT proposals; DfE & GT to meet later this week to address remaining issues including making front of new building more sympathetic with existing buildings and considering sports provision & related community use interface (being mindful of not undermining the DfE scheme in any way). Implications are: (1) Mace waiting for GT sign-off before it firms up its 'scope of works' report; (2) Planning Application likely delayed from Aug to Sep with work starting 'Autumn', but this isn't currently affecting estimated completion/handover date; (3) Cap Devt Cttee delayed to 5/7/21; GT can't yet commit to being present.</p> <p>7.2 RAR has written to Neil O'Brien MP, Government 'levelling up' advisor, advocating for a long-term multi-year capital 'expansion fund' for 16-18 sector in context of demographic pressures.</p> <p>7.3 New Build Risk Register (as considered at Audit & Risk Committee 10/5/21 and updated following that), as previously circulated. Fundamental 'basis of risk' questions that RAR will discuss & progress with RKI & John B:</p> <ol style="list-style-type: none"> 1. CSH argued that all risks should be considered, including those outside College's direct control, addressing 'so what?' questions for each (he offered threefold typology: risks we can quantify & control; risks can quantify but not control; risks can't quantify) – linked to this, RAR suggested consideration of Risk Register (controllable risks) and associated Issues Document/Register (wider risks) model 2. as at A&R Committee 10/5/21, RKI argued, in an email to Clerk with his apologies for this meeting, that Register 	<p>RAR > RKI, John B</p>

	<p>is based on mitigating actions that have not yet taken place, so in these cases risk should be high and not medium/low until those mitigating actions have been completed</p> <p>3. agreed John B to address the above and edit the Risk Register accordingly.</p> <p>7.4 Beyond that, RAR to allocate specific risks to relevant, respective Committees for consideration and reporting back to John B & SLE; Clerk to add to all Committee agendas; Register as a whole, as amended via Committees, will also go to Capital Development Committee 5/7/21.</p> <p>7.5 RAR intends that Galliford Try, once appointed by DfE, will join Cap Devt Cttee to assist with process of ongoing risk management.</p>	<p>John B</p> <p>RAR</p> <p>Clerk re agendas</p>
<p>8. H&S & wellbeing-related strategic matters</p>	<p>8.1 Update on staff Covid vaccination rates, following question at F&E 26/4/21, covered in Principal's Report (min 5.2 relates).</p> <p>8.2 COVID risks & mitigation. SLE pointed out that College had decided to continue with face coverings for the final two weeks up to half-term and to review immediately after half-term et seq, considering local prevalence, LA guidance, etc. RAR updated on split views amongst parents (and one complaint he had dealt with via Clerk) and importance of Governors remaining sighted on issues such as this.</p> <p>8.3 Accidents/incidents, near misses, hazards. John B update:</p> <ol style="list-style-type: none"> 1. H&S Working Group has been established, comprising 7 staff members – meeting to be arranged this term – student representation invite to be issued soon 2. since last meeting (15/3/21) 12 accidents and one near miss had been reported across a variety of categories, all dealt with in-house, nothing reportable to H.S.E. – MOC argued that 12 accidents is very high given historical context (John B emphasised that staff & students are encouraged to report accidents, with a strong 'accident book' culture) and pointed out he would expect considerably greater volume of near misses relative to accidents, suggesting considerable under-reporting of near misses – agreed John B to enable H&S Working Group to review and to report back to next Corporation 12/7/21 3. MOC referenced a DuPont paper in respect of ratio of near misses to accidents indicator; he will share with John B 4. Student Governors to think about how best to encourage students to report near misses; as one action, tutorial programme can support reporting 5. CFO argued need for more H&S information and issue- 	<p>John B; Clerk re agenda</p> <p>MOC</p> <p>DMA/EBR</p>

<p>9. Ofsted planning</p>	<p>Mo B summarised how she keeps up with Ofsted inspection developments and highlighted examples of key preparations, including:</p> <ol style="list-style-type: none"> 1. Ofsted briefing/training, being led by Helen Groves, Wed 26 May, 4.00pm, Teams (CSH & CFO noted their apologies; Clerk to seek to record session) 2. staff training including in-house all-staff session on 13/7/21, plus a day for departments to implement the recommendations coming from this and pursue additional training as required. 	<p>Govs note Clerk</p>
<p>10. Committee draft minutes</p>	<p>The following Committee minutes, all previously circulated, were noted by Corporation:</p> <ol style="list-style-type: none"> 1. Capital Development Committee 24/3/21 2. Quality & Standards Committee 25/3/21 3. Finance & Estates Committee 26/4/21 4. Audit & Risk Committee 10/5/21. 	
<p>11. Policies for adoption</p>	<p>11.1 Admissions Policy 2022/23, previously circulated with (modest) changes highlighted, considered and adopted by Corporation.</p> <p>11.2 Complaints Policy, previously circulated, introduced by SLE: potentially serious or ongoing complaints to be brought to Govs' attention via Committee/Corporation, plus new section (sec 5) which is a DfE model policy for dealing with complaints that are deemed to be unreasonable. Discussion/actions as per mins 11.3-11.5 below.</p> <p>11.3 KSH (<i>not in meeting at this point</i>) had previously provided feedback on DfE 'unreasonable complaints' model policy (sec 5 of draft policy), and SEL amongst others developed this theme – SLE to review and, in particular, to conflate the multiple bullets into a more generalised paragraph, perhaps with greater detail in an annex.</p> <p>11.4 CSH emphasised that, in policies such as this one, escalation processes need to ensure that the Govs being brought into the process have not been compromised by prior involvement with the issue at hand, i.e. have been able to retain their independence (RAR & Clerk to ensure such an approach in practice). This needs to be made clear in this and other policies that feature escalation processes.</p> <p>11.5 Agreed SLE to re-draft taking above into consideration – then to request Corporation consideration & approval by email, via Clerk.</p>	<p>SLE/Clerk note</p> <p>SLE</p> <p>RAR, Clerk</p> <p>SLE ... Clerk</p>

12. Policies via Committees	None on this occasion.	
13. Academy paper	<i>Becoming a 16 to 19 academy: advice for sixth-form colleges</i> , DfE, July 2019, as previously circulated, considered in Principal's Report and noted by Corporation.	
14. AoB	<p>14.1 CSH raised issue of IT robustness and back-up plans in respect of Monday's abortive meeting (rescheduled for today) – agreed data on IT system outages/robustness to be brought to a future Q&S meeting – SLE & Mo B to action – also to consider back-up plans.</p> <p>14.2 Related discussion of virtual/face-to-face basis of upcoming Corporation & Committee meetings: (1) Clerk confirmed, as things stand, all meetings this term will be virtual with exception of Q&S 21/6/21; (2) RAR made point that it will be helpful for face-to-face meetings to include a virtual/dial-in capability – agreed RAR & Clerk to discuss.</p>	<p>SLE, Mo; Clerk re agenda</p> <p>RAR, Clerk</p>
15. Confidentiality	No confidential minutes identified.	
16. Dates	<p><i>Corporation & Committee meeting schedule May-Dec 2021</i>, attached, previously circulated, noted by Governors.</p> <p>Highlighted dates include:</p> <ol style="list-style-type: none"> 1. Ofsted briefing/training Wed 26 May 4.00pm, Teams 2. next Corporation meeting Mon 12 Jul: Governors' development session 4.00pm, Corporation meeting 4.30pm, Teams 3. Governors' Social Event Thu 16 Sep 4.00pm, G17 4. Governors' academisation briefing Wed 10 Nov 4.00pm 5. Governors' Strategy Development Day Wed 1 Dec. 	Govs note

Minutes prepared by Ian Leedham (Clerk to the Corporation) on 24/5/21

Signed off by Richard Armstrong, Chair, at Corporation 12/7/21