

GREENHEAD COLLEGE CORPORATION
Minutes of the Corporation meeting held at College Room G17
Monday 4 October 2021, 4.00pm (ended 7.27pm)

Govs present: Chantal Forrest; Chris Kneale; Craig Shannon; Daniel Bellanfante; Danyaal Malik; Ella Briggs; Ian Lavan; John Holroyd; Lisa Wilkinson; Mark O'Connor (from 5.26pm *via Teams link*); Richard Armstrong (Chair); Richard King; Simon Lett (Principal); Stuart Irving; Sue Ellis (to 6.50pm)

In attendance: Ian Kennedy (photographs, to end of item 1); John Blake (from 4.45pm); Kate Abel; Tom Rowley (from 4.55pm); Ian Leedham (Clerk)

Apologies: James Reeve; Kasim Sheikh; Michelle Wheatcroft; Vic Wright; Mo Bunter

AGENDA ITEM	DISCUSSION	ACTION
Pre-meeting: Govs' devt session (4pm): (postponed); Govs' photos & forms	<p>0.1 Governors' development session, SEND & reasonable adjustments update, postponed – to be rescheduled.</p> <p>0.2 In place of that, there was a mixture of Governor catch-up, individual Governor photographs (conducted by Ian Kennedy), and Governor form-filling facilitated by Clerk.</p>	RAR/Clerk
<p>(4.30pm) 1. Gov photos [Ian K departed]</p>	<p><i>(This item conducted before Chair/Vice-Chair election).</i> Ian Kennedy conducted Governors' group photograph and remaining individual photos, and then departed.</p>	
At outset: Election of Chair & Vice-Chair 2021/22	<p>Clerk facilitated Chair and Vice-Chair 2021/22 elections, based on open and transparent nomination process previously conducted by email:</p> <ol style="list-style-type: none"> Chair: KSH had nominated RAR as Chair and at the meeting CFO seconded; no other nominations Vice-Chair: RAR had nominated and KSH had seconded SIR as Vice-Chair; no other nominations RAR & SIR left the room while Govs voted result: RAR unanimously re-elected as Chair, SIR unanimously re-elected as Vice-Chair. 	Clerk/Govs note
2. Welcome, apologies	RAR welcomed Govs & S.L.T. participants. Apologies for absence noted, as above.	
3. Declarations	No declarations of pecuniary/prejudicial interest.	

<p>4. Minutes 12/7/21</p>	<p>4.1 Minutes of previous meeting 12/7/21, previously circulated, approved by Corporation, signed off by RAR via Clerk, Clerk to file.</p> <p>4.2 Matters arising beyond the agenda:</p> <ol style="list-style-type: none"> 12/7/21 min 4.1, updated KPI data: SLE referred Govs to p.9 of his Principal's Report 12/7/21 min 4.2, leavers' celebratory event: planned for 14/12/21, Covid permitting 12/7/21 min 7, Disaster Management Plan: SLE to update once further Galliford Try information available, test it later this year, and keep A&R Committee updated; responding to RKI question, one scenario test envisaged this academic year & further tests in future years. 	<p>Clerk</p> <p>SLE</p>
<p>5. Principal's update</p>	<p>5.1 SLE summarised key points from his Principal's Report, previously circulated, highlighting:</p> <ol style="list-style-type: none"> range of KPI's, with commentary on some (below) attendance-related challenges posed by new NHS test & trace guidance – CFO asked about updating college communications on this – SLE to reiterate current college guidance in this week's message to students Covid tests carried out prior to start of term – 1,342 quite low, due to extent of home-testing – other colleges report similar picture 245 in-College vaccinations – will survey students shortly to update overall vaccination picture only 3-5% of students wearing face coverings, despite S.L.T. strongly recommending this staff absence figures p.9, col 4 include Covid absence see minutes 5.2-5.6 below. <p>5.2 Teacher Assessed Grades (TAGs) & appeals:</p> <ol style="list-style-type: none"> modest grade inflation but less than national picture; Results Day quite quiet appeals – 94 stage 1 appeals, mostly STEM, of which none upheld – 37 stage 2 appeals to exam board – awaiting outcome of 5 – of 32, 30 dismissed, one partially upheld with no grade change, one grade increased on basis of college proposing this – demonstrates robust, integrity-driven approach CSH & CFO questions on nature of appeals – stage 2 appeals focused mainly on students going into medical, dentistry, veterinary degrees, with female & Pakistani heritage students over-represented TAGs is default if 2022 exams not possible; concerned that national standards not tightened, because each college interpreted differently with some much less strict than others. <p>5.3 Student destinations:</p> <ol style="list-style-type: none"> increase in gap year students, decrease in progressing 	<p>SLE</p> <p>SLE</p>

to apprenticeships & employment, reflecting Covid-related job market pressures

2. **LWI probed fall in Oxbridge offers & applications** – could be Covid-related, also full Greenhead Oxbridge programme not possible this year and Oxbridge colleges offered fewer *come & see* opportunities – Greenhead still very successful in national league tables and best-performing in North.

5.4 A1 student intake:

1. 1,503 A1's enrolled, requiring employment of additional staff on fixed term contracts & timetable amendments
2. normally lose 50-70 students p.a.; less this year, partly due to enhanced induction & fewer assessments/tests
3. change week this week in respect of changing subjects, but less scope due to many subjects over-subscribed
4. extremely busy around college, with fewer opportunities for quiet study – making additional classrooms available at lunchtime & extra seating in main hall.

5.5 NI & VAT issues:

1. employer NI contribution increase would hit corporations (non-academies) because viewed as part of private sector; similar VAT hit (NI £90k & VAT £250k p.a.)
2. RAR continues to explore scope for challenging DfE on additional NI payments only going to academies in particular – related discussion of potential legal challenge to DfE, ideally in conjunction with other colleges – RAR to speak with SFCA in first instance and then potentially speak with own lawyers (RAR point), lobby local MPs (SEL point) and seek Counsel opinion (CFO point).

RAR

5.6 ESFA & Ofsted:

1. Annual Strategic Conversation with ESFA & FE Commissioner 9/12/21 is timely, given Governors' Strategy Development Day 1/12/21
2. Farnborough SFC was inspected last week having previously been inspected at similar time to Greenhead, underlining likelihood of Ofsted visit this academic year.

5.7 Strategy development, including preparation for Governors' Strategy Development Day 1/12/21:

1. SLE outlined plans for 1/12, including S.L.T. information & recommendations, Governor discussion & ways forward on a broadly 5-10 year timeframe
2. S.L.T. off-site strategy day 6/10/21 to develop approach, then to feed key information to Q&S 8/11/21 and F&E 15/11/21, seeking Gov feedback/challenge which can then be taken into account in the run up to 1/12 event
3. linked, RAR reiterated that any Governor can attend any Committee (notify Cttee Chair & Clerk in order to receive papers) and urged Gobs to take this up and/or raise issues by email prior to Q&S and F&E meetings

Govs note

MOC arrived
5.26pm (Teams)

	<ol style="list-style-type: none"> 4. JBL finance & estates workstreams including various student number & investment scenarios; Mo curriculum and timetabling workstreams 5. CSH & RKI expressed keenness for S.L.T. & subsequently Govs at Strategy Day 1/12 to grapple with big-ticket, unexpected risks too (including those that are difficult to define or control), along with associated mitigations & contingencies 6. RKI pointed out that Risk Registers are being updated partly to reflect the above. 	RAR, SLE
<p>6. Financial update</p>	<p>JBL introduced and Governors considered July 2021 end-year management accounts & narrative, both previously circulated. RAR thanked JBL for best summary report he has seen to date. Highlights & comparisons with previous year include:</p> <ol style="list-style-type: none"> 1. income & liquidity ratio significantly up, reflected in bank balance moving from £643k to £2m and cash days 66 days vs budget target of 35 (SIR question on whether any limits on cash in bank – no, as long as can justify e.g. by earmarking for planned investment purposes) 2. pay expenditure above budget mainly due to additional hours for existing staff and new staff on fixed term contracts to service increased numbers of students 3. staff costs to income ratio down from 73.8% to 73.1%, against sector average 70% 4. reduction in non-pay costs & exams refund £60k (CSH question about this as small proportion of £420k budget – JBL responded) 5. responding to RKI question on catering costs, JBL pointed out college £50k p.a. surplus going forward, which is much improved compared with the past 6. ESFA Outstanding Financial Health status remains. 	
<p>7. Capital development</p>	<p>7.1 JBL updated on DfE scheme. Planning application submitted & ongoing dialogue with Planners; hope to have plans signed-off by mid-December; Galliford Try confident. Intend works to start by 31/1/22, enabling decant to take place during summer holidays at end of project. RAR asked whether local councillors on board and education members/officers advocating to their Planning counterparts – SLE confirmed this is in hand.</p> <p>7.2 New Build Risk Register, following updates via Committees, previously circulated:</p> <ol style="list-style-type: none"> 1. JBL to change format based on recommendations made by A&R Cttee 20/9/21 (minutes of that meeting relate) 2. Galliford Try has further reviewed risks and is putting measures in place to mitigate Rostron Building access issue, including pavement/road barrier & student ability to cross building line at specified times in controlled way 3. SIR asked about whether evacuations could safely take 	JBL

	<ol style="list-style-type: none"> 1. staff working very hard with big class sizes 2. performance management day later this term 3. Mental And Physical Health (MAP) framework to be implemented starting December 4. Open Day face-to-face 16/10/21 – RAR asked if Governor(s) could usefully contribute – SLE open to this. <p>8.5 Student wellbeing update (KAB):</p> <ol style="list-style-type: none"> 1. significant increase in referrals to counselling service in September: 60 compared with under 30 in previous years – A1/A2 mix, no specific themes, still managing well with small waiting lists (1-2 week wait), keeping watching brief 2. most of the 67 CPOMS entries (min 8.1.1 above) are ‘general concerns’ (31) and ‘mental health’ (25) 3. SIR asked for comparative information from other local colleges – KAB to progress 4. more demand could be unearthed by focus on physical & mental health in ongoing A1 1:1’s with new tutors. 	KAB
9. Ofsted planning	<p>Ofsted planning update beyond points already made:</p> <ol style="list-style-type: none"> 1. staff C.P.D. in July included significant Ofsted focus 2. TRO participated in Ofsted webinar last week 3. important Ofsted issues include safeguarding (and sexual abuse & harassment specifically), how curriculum has been adapted in Covid context (as reflected in departmental plans, SAR’s, QuIPs, and will likely collect feedback from A2 students regarding their experiences) 4. S.L.T. is ensuring staff are being prepared on questions Ofsted could ask, so as to be ready. 	
10. Sustainability as a governance issue	<p>10.1 Corporation considered carbon zero and wider sustainability as a vital governance issue, referring to CKN paper, previously circulated, based on his attendance at Climate Crisis Workshop 30/6/21. Key questions posed by CKN include: college to consider signing up to Let’s Go Zero 2030 campaign; lead officer & lead Gov arrangements; use of the training package detailed in CKN’s paper.</p> <p>10.2 MOC emphasised importance of running with this and pointed out that in 2030 students won’t want to attend a non-sustainable college. CSH argued that we also need to understand strategic dimensions and consequences, costs, etc – this needs to be reflected in Strategy Day, Corporation and Committee agendas accordingly, as we increasingly work out what sustainability looks like in practice and how to drive it forward.</p> <p>10.3 Ways forward:</p> <ol style="list-style-type: none"> 1. Corporation to sign up in principle to Let’s Go Zero 2030 voluntary programme, on aspirational basis, subject to financial consequences being identified and agreed via 	Clerk re

<p><i>SEL departed 6.50pm</i></p>	<p>F&E Committee and elsewhere</p> <ol style="list-style-type: none"> 2. after requesting a volunteer, RAR offered to be lead Governor for sustainability – agreed by Corporation 3. noted DMA & two other students to attend climate change debate at Wakefield City Council and DMA will attend COP26 Glasgow 4. use of the training package detailed in CKN's paper – this is an operational matter for college to progress 5. further measures – see minute 10.4 below. <p>10.4 Further measures include or could include:</p> <ol style="list-style-type: none"> 1. new build works provide a strong avenue into sustainability agendas 2. can build on local authority zero carbon & wider sustainability strategies e.g. Calderdale carbon neutral strategy; play our part within these big pictures (MOC) 3. plenty of scope for student projects and student/staff competitions to develop and test sustainability measures (RAR gave a USA example in this regard) 4. CFO suggested going paperless (Governors, staff, students) and going plastic-free in Governors' meetings 5. SLE emphasised importance of passionate champion(s) to galvanise action amongst stakeholders. 	<p>agenda</p> <p>SLE</p>
<p>11. Governor key documentation to action</p>	<p>11.1 Clerk introduced mandatory annual documents for Govs to complete and return, all previously circulated: eligibility form; business interests form; Code of Conduct form (with copy of Code itself); Safeguarding Quiz (as previously emailed). Business interests are positions or interests that could realistically come into contact with business of college, presenting potential conflict of interest.</p> <p>11.2 Annual Governor Self-Assessment & Governor Skills Matrix: Clerk summarised returns to date and asked remaining Govs to complete and return.</p> <p>11.3 Governor pen portraits: Clerk asked Governors to update a partial/dated document, previously circulated.</p> <p>11.4 Governors' contact details: Clerk circulated a hard copy document for Govs to check and update as needed.</p> <p>11.5 Governor lanyards refresh: Clerk to progress.</p> <p>11.6 Governors' car details: Clerk circulated a hard copy document for Govs to check and update as needed.</p> <p>11.7 Email migration: Clerk updated Govs on migration of their email accounts (from hard servers to the cloud) planned for tomorrow 5/10/21 – access via Microsoft Office website at www.office.com, input Greenhead email address & password, then click Mail/Outlook link – any problems, contact Richard Lyons, Network Manager,</p>	<p>Govs note</p> <p>Govs note</p> <p>Govs</p> <p>Clerk</p>

	rlyons@greenhead.ac.uk .	Govs note
12. Governor training/devt sessions & resources	Clerk updated Govs on variety of available training & devt sessions/resources, as per Clerk's note & SFCA governance webinar programme 2021/22, both previously circulated. RAR emphasised Govs need to complete Safeguarding Update (repeat session scheduled 14/10/21).	Govs note
13. Link Governors	SLE updated on Link Gov 2020/21 reports and 2021/22 arrangements, urging Govs to complete link visits & reports.	Govs note
14. Committee draft minutes	Two sets of Committee minutes, both previously circulated, were noted by Corporation: 1. Quality & Standards Committee 13/9/21 2. Audit & Risk Committee 20/9/21. Any questions to be directed to Q&S & A&R chairs.	
15. External auditors tender	RKI updated on external auditors re-tender exercise prior to March 2022, in pursuit of best value (Murray Smith now in fifth year, guidance is to re-tender after five years). Quotes to be obtained from three providers with experience of sixth form college sector (Murray Smith and two others). A&R Committee to decide on preferred tenderer and then make recommendation to the next Corporation meeting.	Clerk re agenda
16. Policies adopt	Policies for adoption by Corporation: none on this occasion.	
17. Policies Cttees	Policies reviewed via Committees: none on this occasion.	
18. AoB	None.	
19. Confidentiality	No confidential discussions or papers identified.	
20. Dates	Meeting schedule: 1. next Corporation meeting Mon 6/12/21: Govs' development session 4.00pm (student/staff mental health), Corporation meeting 4.30pm 2. updated meeting schedule for remainder of AY2021/22, previously circulated.	Govs note Govs note

Minutes prepared by Ian Leedham (Clerk to the Corporation) on 29/11/21

Signed off by John Holroyd, Acting Chair, at Corporation 6/12/21