

GREENHEAD COLLEGE CORPORATION
Minutes of Corporation meeting held at College Room M11
Monday 15 May 2023, 4.00pm

Govs present: Adrian Barrass (left 18.30); Anthony Hurley; Chris Kneale (left 17.42); Connie Laing (left 18.30); Craig Shannon; Ed Wynn; Elliot Gill; Heather Roebuck; John Holroyd; Jon Walker; Marjan Khatib (left 18.30); Mark O'Connor (from 17.42); Mohammed Usman; Reuben Byfield; Richard Armstrong (Chair); Richard King; Stuart Irving (Vice Chair) (from 17.42)

In attendance: Mo Bunter; Mark Jones; Usman Anwar; Sharon Roper (Clerk)

Apologies: Alison Jones; Lisa Wilkinson ; Michelle Lister; Simon Lett

AGENDA ITEM	DISCUSSION	ACTION
Pre-meeting Govs' devt session (4pm):	Presentation on the Sustainability Strategy by Stuart Strathdee.	
Ratification of External Governor	Anthony Hurley was ratified as an External Governor for a 4-year term.	
1. Welcome, apologies	RAR welcomed members. Apologies received as above.	
2. Declarations	No declarations of pecuniary / prejudicial interest.	
3. Minutes 20/3/23	<p>3.1 Corporation Meeting 20/3/23 minutes, previously circulated, approved by Corporation, signed off by RAR, Clerk to file.</p> <p>3.2 Matters arising:</p> <p>1. (Min 11.1) LWI to confirm if she wants to take on the Careers Lead Governor role, she will speak to MOC first who previously held this role.</p> <p>2. (Min 11.3) HRO has agreed to take on the Mental Health Lead Governor role.</p>	<p>Clerk</p> <p>LWI</p>

<p>4. Principal's Update</p>	<p>4. SLE sent his apologies for this meeting, he recorded a video covering his Principal's Report, previously circulated, which all governors had the opportunity to view prior to this meeting.</p> <p>4.1 IT Strategy, previously circulated – this is an updated document with some further work to do in regard to SWOT analysis and who is responsible for taking forward the actions. It has been formatted into the GC template for our strategic documents.</p> <p>MBR said the aspects still to complete are highlighted in red, and she welcomed feedback from governors.</p> <ol style="list-style-type: none"> 1. RAR said PDI will start to work on the action plan and will start the consultation with staff and students. 2. EWY said he would like to see the costs of delivery together with the value it will drive in the Strategy, in order to see both sides of the equation. 3. EWY cautioned about recruiting a graduate data MI person, he has seen other businesses recruit graduates and it has been a false economy unless you have the right leadership in place. <p>RAR said the proposed staffing structure for IT has not been signed off by the F&E committee yet.</p> <p>ABA said the MI recruit needs support and direction and their capability to be built up with the right leadership around them and SLT support.</p> <p>RAR said that PDI currently does the analytical work, and the new recruit will be working under PDI's management.</p> <p>The governors agreed the document, it will return following the staff and student consultation, and after the staffing restructure has been considered.</p> <p>4.1.2 Sustainability Strategic Plan, previously circulated – this document is also in the corporate GC style.</p> <ol style="list-style-type: none"> 1. CSH observed that there is no measurement or benchmarking in the document, although the presentation to governors in the development session did include some of that information. 2. RAR said the next stages will be developing an action plan, requesting initial investment via the F&E committee, and adding costs to future budgets. 3. CSH said although the document says that funding is an enabler of the strategy, there's nothing in the strategy that says there will be an action to proactively identify funding available. RAR said that MJO has an action to look at alternative funding sources for various projects, and confirmed there isn't currently anything in the budget for sustainability. <p>RAR asked if identifying sources of income needs adding to the sustainability plan. CSH said funding is a key platform for the strategy to amount to anything and asked for active work around funding to be part of the strategy.</p>	<p>PDI/MBR</p> <p>MJO</p>
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	<p>4. RAR said the ambition in the document is a year-on-year improvement to achieve net zero targets in scope 1 and scope 2, scope 3 hasn't been measured yet and the target for this is 2038. CSH said scope 3 will need to be quantified in future iterations.</p> <p>5. EWY agrees about funding and KPI's need a baseline. He feels that the strategy needs definitions eg what is scope 1 and scope 2.</p> <p>6. EWY said the two largest sources of CO2 emissions listed on the strategy are international travel and 47% of electricity consumed is when the college is closed and said these can be easily reduced.</p> <p>RAR said the Corporation has asked for energy consumption costs and when energy is used, the current college system doesn't allow us to monitor these.</p> <p>RAR said international travel will need stakeholder support to understand the issues, alternative travel should be considered, but certain destinations can only be reached by air.</p> <p>7. MJO said that some of the language in the strategy may trip us up in the future, as it says, 'we are going to do' rather than 'we are aiming to do'.</p> <p>8. JHO said these messages need sharing widely including to parents and students.</p> <p>9. RAR asked for governors to send any further suggestions for the strategy by email to him.</p> <p>10. MBR asked if there is any funding available in next year's budget for sustainability, RAR said the energy efficiency grant received of £114,000 was a surprise to GC and further work is needed about the grants that we can apply for, MJO said after the battery installation there is still money left from the energy efficiency grant.</p> <p>RAR said the 47% electricity consumption when the college is closed is astonishing and must be understood.</p> <p>11. RAR said the Sustainability Strategy will not come back to the Corporation for further approval, but regular updates will go to F&E.</p> <p>4.2 Staff Governors Feedback –</p> <p>1. CKN said that staff perception is that the amount of invigilation that they have been asked to do has increased and is not shared equally among them.</p> <p>UAN said one reason for the increase was due to our largest ever cohort taking their A Levels.</p> <p>MBR said an additional 11 invigilators have been recruited.</p> <p>MBR said staff are invigilating more sessions, but the length has been reduced to 45 minutes and the maximum they should invigilate over 6 weeks is 11 sessions.</p> <p>The staff who have been asked more than others would have been teaching A2 students, so they have more availability in their timetable. Where there are imbalances in a team, HODs have been asked to equal these out.</p>	<p>Governors</p> <p>MJO</p>
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	<p>RAR said this seems like a communications issue which should be addressed.</p> <p>MBR said the issue this year in addition to having a large cohort is that we have the largest cohort with specific additional needs and access arrangements have meant a large number of additional rooms are needed, some lessons for A1's are going online during this period to facilitate this.</p> <p>2. At this time of year a lot of photocopying is needed and two of the main college photocopiers are broken. CKN asked that the service level agreements on photocopying equipment be reviewed.</p> <p>3. Staff are stressed about moving into the Hirst Building, there's a lot of specialist equipment in Chemistry and Biology and there is a short time period for the move. He said the extra rooms needed for exams mean that Chemistry and Biology have nowhere to store items that they have started packing up.</p> <p>MBR said four rooms have been identified for storage for the move.</p> <p>RAR said as our aspirations are to have large cohorts (like the current A2's), rooms during exams will be an ongoing issue and a review following this year's exams should be held.</p> <p>4. The catering staff have asked if they will be included in the Staff Teams meeting about the Hirst Building.</p> <p>MJO said that he updates the catering manager weekly who will keep her staff updated.</p> <p>5. CKN said that parking continues to be an issue for staff. He said that the policy is that there is no reserved parking but lately there have been areas coned off for certain departments.</p> <p>SLT were unaware of this issue.</p> <p>CKN clarified if governors wanted to know about the issues that have been raised, RAR said it was useful to know about them, and MBR said she wants to be made aware of any issues.</p> <p>RAR advised governors that JRE (staff governor) has resigned from this role due to family commitments. There will be an election for a new staff governor for the next academic year.</p> <p>4.3 Student Governors Feedback – RBY summarised the projects that the GCSA have been involved with.</p> <p>1. Culture Day took place on 27/5/23 celebrating the diversity in college. There were musical performances, a runway, a diversity speech, a henna stall, and a photo booth.</p> <p>A questionnaire was issued to students after the event and their suggestions will be considered before the event next year.</p>	<p>MBR</p>
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2. RBY has been working with SST, Sustainability Lead as GCSA want to prioritise the environment this year, raising awareness, and pushing student engagement. A recycling scheme is launching in the next few weeks. The environment will be integrated into GCSA communication channels like Instagram and Twitter. They are working with the canteen to expand the vegetarian and sustainable options and reduce food waste. There will be an Environment Day which will include a bake sale, a clothing swap, a book swap, and companies coming in to talk about sustainability and sustainable careers.

3. The Black Student Union have elected officers and a constitution will be built to help embrace the diversity in college further. It's not only for black students, it is inclusive to all cultures.

4. Students have suggested new enrichments like a model United Nations and a dance team.

5. MKH wrote a wellbeing guide about Ramadan which was shared to all students, and she received positive feedback. Students requested a social room during Ramadan away from the canteen, due to the capacity issues this couldn't be facilitated, students were upset with this response.

6. March was Women's History Month, the Diversity and Inclusion Team worked on a campaign for the Womens Centre, donation boxes for sanitary products were set up around the college, this proved to be a success. MKH said that future improvements would be adding Women's History Month to tutorials as it was too short notice this time and making reusable sanitary pads which wasn't possible as the sewing machines were a safety issue. Some of the posters promoting this campaign were ripped down, UAN checked that this had been brought to the attention of staff and it had.

7. During Mental Health Week (w/c 15/5), the theme is anxiety, information is available to students on social media. A cosy café will be set up (18/5) with free refreshments, colouring books, and self-help books, donations will go to Papyrus, a suicide prevention charity.

RAR commented that when the Hirst Building is open it may be possible to accommodate a separate social space for students during Ramadan.

RAR said that he attended an awards ceremony last year and a student had won an award for developing an app for clothes swaps, he suggested that this could be looked into for when the GC clothes swap is organised, RBY asked if RAR could share the app details with him.

MBR suggested contacting the Art Department HOD as they have previously organised clothes swaps.

HRO asked that MKH's Ramadan information be passed on for future cohorts and be issued annually. RBY said similar

RAR

	<p>information is being worked on for different religions as well.</p>	
<p>5. Finance & Estates</p>	<p>5.1 MJO introduced, and governors considered February 2023 management accounts and narrative, both previously circulated, highlighting:</p> <ol style="list-style-type: none"> 1. The budget for this year had a surplus of £2.24 million, currently we're predicted £578,000 away from that. MJO feels the expected surplus was optimistic when it was set. He is trying to limit some of the larger expenditure but items like utilities are somewhat out of his control. Premises costs are being slowed down where possible as there are large spends needed on Wi-Fi, phones, IT switches, furniture and moving costs for the Hirst Building. 2. 5% pay increase was paid to teachers in March, this was accounted for in the budget. The pay deal has not been settled yet, if it's higher it should be funded by the government. NEU members and headteachers have been balloted about further strike action. In next year's budget we will again have a pay rise of 3.5% and 1.5% contingency. 3. Learning Support income will be charged to Kirklees. 4. KPI's are affected by how we are paid by the ESFA. They recently gave us £449,000 but this was a mistake and has been returned to them. 5. Surplus money is invested on the platform Flagstone, ensuring we are suitably liquid for future investment plans. 6. KPI's need work as the figures are moving around, funding next year should be smoother which will stabilise the KPI's. 7. The Financial Statements 2021/22 have been circulated with sign on details for the Finance dashboard. 8. HRO asked about SST's Sustainability Development Session where he said that funds should be moved away from bank accounts that invest in fossil fuels. Barclays heavily invests in fossil fuels and the finance papers, previously circulated, say we are currently reviewing savings options with Barclays. MJO said wherever the money is invested there is probably a fossil fuel element, he is aware that there is a driver for maximum return on investment and a driver for sustainability and believes a happy medium should be struck in regard to ethical investing. RAR said other major banks probably have similar financial offers to Barclays, MJO said an option is not to invest surplus with Barclays but continue using them for our bank facilities as moving banks is difficult. HRO said moving more money over to them is the issue. 9. EWY asked if the budget should be reforecast as it will not be hit, it has become a meaningless KPI, and MJO has to explain this at every meeting. 	

	<p>MJO said the emphasis now is a realistic budget for next year and delivering that.</p> <p>RKI said monthly out-turns that are forecast could be measured between now and the end of the year.</p> <p>CSH said it's not the right time to reforecast because the figures haven't stabilised, and we have deteriorated by £45,000 in the last month.</p> <p>10. RKI asked that MJO's name be on the financial papers rather than the temporary finance manager's name.</p> <p>11. CSH said that because KPI's move due to irregular funding more focus has been placed on the full year out-turn.</p> <p>5.2 Catering,</p> <p>1. MJO confirmed he has regular meetings with Aramark's area manager. Aramark will be moving over to Hirst Building in September.</p> <p>2. GC owns the kitchen and equipment. It's a new kitchen in Hirst, and not many items are being moved over from the old kitchen. There will be £12,000 expenditure for chillers and hot cupboards in the Hirst building.</p> <p>3. MJO visited one of Aramark's outlets in a college in Pontefract, the set up in Hirst building will be similar to that with a shop, panini outlet and a servery. There will also be an area where students can eat their own food.</p> <p>4. Aramark's contract ends in August 2024, if we were to extend their contract they will contribute capital costs of £50,000 for tills and digital screens. Otherwise GC will have to pay for these items.</p> <p>5. MJO said he will review the service, look at their sales figures, gather feedback and see if there has been an improvement.</p> <p>ABA asked about the timeline, MJO said he will give them until Christmas.</p> <p>RAR said they offered a capital investment of £110,000 three years ago, they did not go ahead with this because the new building was announced and there was no point upgrading the existing facilities which will be demolished. He pointed out the capital investment offer is now halved, he feels sceptical about what they're offering, and they haven't delivered what they promised originally.</p> <p>MOC said a new building will not change the quality of the food they provide.</p> <p>6. RKI asked about the overpayment that Aramark received from us. MJO said the overpayment has been reduced to £54,000 because the number of free school meals and the value of them increased, this figure has been audited by Aramark and GC, this has now been settled.</p> <p>7. RBY said student feedback is there isn't much choice, and the food quality and portion quantity could be improved.</p> <p>HRO asked about the specifics of how Aramark will improve variety and quality.</p>	<p>MJO</p>
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	<p>MJO said they have theme days at other outlets which they haven't introduced at GC yet.</p> <p>8. MBR said six months' notice must be given to Aramark before the end of their contract. RAR said a tender process may take six months and he said they should be invited to tender against other organisations.</p> <p>9. HRO asked if student feedback could be obtained from the students at Pontefract and what are their sales figures in relation to the number of staff and students on site. She said they need to get the fundamental basics right. RAR said our location means that students have alternative outlets nearby.</p> <p>10. JHO said at F&E meeting 27/4/23 it was agreed that we should retender, and they will be invited to tender as well.</p> <p>5.3 Parking,</p> <p>1. MJO has spoken to the LA about the temporary car park, GC had to stop using it for legal reasons. The LA are trying to evict the leaseholder from this site. MJO advised the council if they offered a long lease on this land we would make it secure for GC parking. Legal proceedings are ongoing so this land will not be an option for us until they are concluded.</p> <p>2. When the Hirst building is signed over to us, we will have extra space behind Rostron Building and the full rear car park. There are approximately 180 car parking spaces. We are about 30 spaces short. Part time staff struggle to find a space.</p> <p>3. EWY asked if it is a condition of employment for staff that free parking is provided – it is not.</p> <p>4. MOC suggested an arrangement where staff block each other in to provide additional spaces, MBR said this is already in place. MJO said when the electrical car charges are online this will reduce spaces for non-electric cars.</p> <p>5. RAR said in relation to sustainability some staff could travel to work by alternative means. HRO advised that all day parking can be booked at the two town centre Sainsbury's stores. AHU suggested incentivising staff not to drive to work. SIR said we could have a cycle to work scheme and RAR suggested a car sharing scheme.</p>	
<p>6. Risk Registers</p>	<p>6. New Build Risk Register, previously circulated:</p> <p>Two A&R committee members will review the register and mitigations with MJO, and the register will be updated.</p> <p>EWY asked for an explanation of the scale used to determine the risks, and for this to be detailed on the Risk register.</p>	<p>MJO</p>

<p>7. Health, Safety & Wellbeing</p>	<p>7.1 Safeguarding (UAN)</p> <ul style="list-style-type: none"> • UAN has completed the 'Train the Trainer' safeguarding course and can now deliver safeguarding training to staff annually, this will start from September 2023. • UAN will bring the annual safeguarding report to the next Corporation meeting 3/7/23. <p>7.2 Covid risks & mitigation (MBR), the Covid numbers across college are small, currently there are staff absent with flu-like symptoms. RAR said people do not test for Covid anymore and MBR acknowledged the Covid number might be higher if tests were taken. RAR said a decision will be made after exams in July if Covid should continue as an agenda item.</p> <p>7.3 Accidents and near misses (MJO),</p> <ul style="list-style-type: none"> • MJO said there have been no near misses which means they are not being reported. MOC thanked MJO for acknowledging that it's not being reported rather than near misses not happening and said there doesn't appear to be a prevention culture in place. MJO said this needs building into the Health & Safety culture. ABA suggested a formalisation of Health & Safety awareness that must be followed by everybody. MJO shared that in his previous workplace on a specified inset day each year, Health & Safety requirements were an item that was discussed with everyone. RAR asked if MJO will have capacity to get this ready for students and staff by September, MJO felt he would. MKH offered to discuss this at the next GCSA meeting, MOC said this will help students own this issue and helps hold staff accountable, he also added that SLT need to lead by example. <p>7.4 Staff wellbeing (MBR),</p> <ul style="list-style-type: none"> • GC has moved to the Kirklees Healthcare scheme which supports staff with mental health, wellbeing etc. • 11% of staff have accessed counselling, 6% have had mini health MOTs, and 28% have accessed physiotherapy. This is a big increase in take up on the previous scheme that was available. • SLT meet with staff on a regular basis, meetings are taking place to support staff with the move to the Hirst building, and SLE has an open door policy for all staff. • RAR said Music and PE facilities will be further affected by Phase 3. • MBR said a Rugby Union company have offered their facilities free of charge in return for some publicity to 	<p>MJO MKH</p>
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	<p>promote their brand. RAR was surprised to learn that hockey training and matches are currently held in Wakefield.</p> <p>7.5 Student wellbeing (UAN), no further update made.</p> <ul style="list-style-type: none"> • RBY said that after progress assessments A1's are feeling calmer, they are aware of the counselling service and GCSA are planning to do some work around coping with exam stress. 	
<p>8. Committee draft minutes to note</p>	<ol style="list-style-type: none"> 1. Audit & Risk Committee 24/4/23 2. Capital Development Committee 1/3/23 3. Capital Development Committee 19/4/23 4. Quality & Standards Committee 27/3/23 <p>There were no questions or comments regarding the minutes of these meetings.</p>	
<p>9. Policies & procedures for adoption by Corporation</p>	<p>Admissions Policy, previously circulated.</p> <ol style="list-style-type: none"> 1. The changes are that young people from our eleven local partner schools will receive a conditional offer if they are predicted to achieve 3 x 5's (it's currently 3 x 6's) plus Maths and English. GC doesn't offer resits so students must have Maths and English qualifications. 2. Additionally looked after children or anyone with an EHCP will have the same conditional offers as children from local partner schools. <p>We should be in consultation with the Local Authority as GC might not be the right environment for some of these children but the LA have to make that decision.</p> <ol style="list-style-type: none"> 3. At enrolment 3 x 6's must be achieved (MBR has researched this and students who attended GC with only 2 x 6's have struggled academically). The conditional offer is hoped to be a motivating factor. To support this, GC will go into the Local Partner Schools and run master classes, study skills and transition work. 4. The conditional offers are aspirational for young people, the current entry requirements will remain or the students may struggle with the academic rigour, and the college will work with Local Partner School year 11 and 12 pupils to support this policy. 5. MOC asked if there is any provision for exceptional children who due to their environment are currently underperforming. <p>MBR committed to meeting strategic leads in the Local Partner Schools in the next academic year, she will ask them to identify children with potential in an anonymised way who will then be invited to GC sessions run in their schools. MBR will also ask student ambassadors to be</p>	

	<p>involved with speaking to pupils from Local Partner Schools.</p> <p>6. There has been growth in Spanish, Classics and English Language in this year's applications. MBR is especially pleased that the growth in Spanish will result in an additional class next year following the work undertaken by the MFL department.</p> <p>7. EWY said in Section 1 (a) of the policy, it's not clear enough what grades students will need for enrolment. MBR said at enrolment students have to pass Maths and English, need 3 x 6's plus any subject specific grades. RAR said the amendments to the policy are in relation to the offer not enrolment.</p> <p>MBR will make this clearer in the wording of the policy. Subject to the above amendment the policy was approved by the board.</p>	MBR
10. Policies reviewed via committees for noting	<p>Policies reviewed via Committees (for noting):</p> <ol style="list-style-type: none"> 1. Freedom of Speech Policy (Q&S 27/3/23) 	
11. FE Commissioner Newsletter	FE Commissioner Newsletter, previously circulated, for governors' information.	
12. Annual Accountability Statement	<p>Annual Accountability Statement, previously circulated, suggested amendment (Corp 20/3/23, min 8) has been actioned.</p> <p>This will be submitted by the deadline of 31/5/23.</p>	
13. Any other business	<p>The Capacity Fund bid has been approved by DfE. There are two issues with the bid, one is affordability, it will use a lot of GC's capital resources, the second issue is the development of the HI site within the tight timescales of the bid.</p> <p>A decision about proceeding with this project will be discussed at CDC on 17/5/23.</p> <p>MOC is stepping down as GC governor after 8 years, RAR thanked him and invited him to the GC Art Exhibition in June and asked him to choose some artwork as a thank you for his valuable contribution to the governing body. MOC responded that it has been a privilege to serve on the board, GC is a beacon of excellence, and is a tremendous source of talent for the company he works for who continue to recruit from GC's alumni.</p>	
14. Confidentiality	None on this occasion.	

<p>15. Dates</p>	<p>Next Corporation meeting Mon 3/7/23: Gobs' development session 4.00pm Tour of Hirst Building, Corporation Meeting 4.30pm Followed by Remuneration Committee Meeting (Remuneration Committee members are F&E members; Corporation Chair; Corporation Vice-Chair; Committee Chairs)</p> <p>Other upcoming meetings: Capital Development Committee, Wed 7 Jun & 5 Jul, 4pm, Teams Finance & Estates Committee, Mon 12 Jun, 4.30pm, College Quality & Standards Committee, Mon 19 Jun, 4.30pm, College</p>	<p>Gobs note</p>
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Minutes prepared by Sharon Roper (Clerk) on 24/5/2023

Approved & signed by Richard Armstrong, Chair on 3/7/23