

**GREENHEAD COLLEGE CORPORATION**  
**Minutes of Corporation meeting held at College Room G17**  
**Monday 20 March 2023, 4.00pm**

**Govs present:** Adrian Barrass; Chris Kneale; Craig Shannon; Ed Wynn; Elliot Gill; Emmanuel Matuka (from 16.40); Haris Khan; John Holroyd; Jon Walker; Lisa Wilkinson; Mark O'Connor (from 16.52); Michelle Lister (via Teams until 17.40); Richard Armstrong (Chair); Richard King; Simon Lett (Principal) (via Teams); Stuart Irving (Vice Chair)

**In attendance:** Mo Bunter; Kate Abel; Mark Jones; Mark Mitchell; Karen Wood; Marjan Khatib (until 18.40); Reuben Byfield; Sharon Roper (Clerk)

**Apologies:** Alison Jones; Connie Laing; Heather Roebuck; James Reeve; Mohammed Usman

| <b>AGENDA ITEM</b>                           | <b>DISCUSSION</b>   | <b>ACTION</b> |
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| <b>Pre-meeting Govs' devt session (4pm):</b> | Presentation on the work undertaken by the Chemistry Department to win the RSC award, by Ruth Farnell, Chemistry Head of Department.  |               |
| <b>1. Welcome, apologies</b>                 | RAR welcomed members.<br>Marjan Khatib and Reuben Byfield (incoming student governors) were welcomed and introduced.<br>Apologies received as above.  |               |
| <b>2. Declarations</b>                       | No declarations of pecuniary / prejudicial interest.  |               |
| <b>3. Minutes 30/1/23</b>                    | <p><b>3.1</b> Corporation Meeting 30/1/23 minutes, previously circulated, approved by Corporation, signed off by RAR, Clerk to file.</p> <p><b>3.2</b> Matters arising:</p> <p>1. (Min 4.1) IT Strategy is going to the Q&amp;S meeting on 27/3/23 and subject to any amendments will come to Corporation 15/5/23.</p> <p>2. (Min 4.5) Following the ONS reclassification will colleges be allowed to retain their reserves, SLE confirmed the following:<br/>On surplus colleges can continue to retain these and carry them from one year to the next – there is no review of this planned.</p> | Clerk         |

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|                                     | <p>On proceeds from asset sales, colleges can continue to retain these, and they should be used for capital expenditure. The DfE has signalled that this will be reviewed in 2025. That is not to say the position will change, just that we do not yet have a commitment that it will continue into the next Parliament.</p>  |  |
| <p><b>4. Student Governors</b></p>  | <p>RAR thanked Emmanuel Matuka and Haris Khan for their contributions over the last year and wished them all the best for the future.</p> <p>Reuben Byfield and Marjan Khatib were ratified as the new GCSA governors.</p>   |  |
| <p><b>5. Principal's Update</b></p> | <p><b>5.1</b> SLE summarised key points from his Principal's Report, previously circulated, highlighting:</p> <ol style="list-style-type: none"> <li>1. Range of KPI's, with commentary on some (below) <ul style="list-style-type: none"> <li>• There are no significant changes from last month in retention and attendance. A2 attendance in the mock exams was very good.</li> <li>• Financial KPI's – teaching staff costs as a percentage of total staff costs are projecting an outturn less than budget, the reason for this is that teaching vacancies haven't been filled. Payroll costs increased in January due to increased projected costs for support staff and severance pay. In November bursary income was mistakenly included in the full year expected income which has now been corrected.</li> <li>• On non-ESFA income it's assumed that catering costs will be zero. There's an overpayment of £90,000 on the free school meal allowance which should be repaid by Aramark by the year end.</li> <li>• Surplus is less than budgeted due to Health &amp; Safety related maintenance costs, severance pay and increase in ALS and admin costs.</li> <li>• Staffing – one member of teaching staff will be off for 3 months and 3 support staff are on long term sick for at least one month.</li> </ul> </li> <li>2. Interviews have been taking place for next year's intake and these are almost complete.</li> <li>3. Mock exam results were released to students on 20/3/23. The results will be discussed at Q&amp;S meeting 27/3/23.</li> <li>4. Culture Day has been rearranged until after Easter.</li> </ol> |  |

5. 60 applications were received for the Assistant Principal (Student Support and Welfare) role. Magdaline Glynn-Roberts has been appointed and will start in September 2023; she is currently an AP in a college in Telford.

6. SFCA has agreed that 5% will be paid to teachers this month backdated to September 2022. This doesn't mean that industrial action is over, NEU intend to rebalot their members.

7. It's likely that the handover date for the Hirst building will be 25/8/23. The new academic year starts on 29/8/23. SLT need to discuss how this will impact on enrolment and induction.

The Deputy Lord Lieutenant's office have asked for further information regarding SLE's request for a member of royalty to officially open the new building.

8. Nothing has been heard from DfE regarding the Capacity Fund and Free School bids. The capacity fund pre-app has not been submitted yet.

The prospect of securing the Trinity West site is receding as the developer continues to hold out for £1 million for the freehold.

There has been media interest in the Free School, first reported in FE Week and then picked up by the Huddersfield Examiner. GC and the Conway Trust were not mentioned by name. It reported that local FE colleges have objected to the Free School applications as they feel it threatens their curriculum and may cause redundancies. SLE got in touch with both publications explaining our case but neither of them has responded.

MJO and SLE had a meeting with the LA and Huddersfield University on 15/3/23. The LA now has planning approval to develop the cultural heart in Huddersfield Town Centre. The following information provided is confidential.

9. SLE and ABA attended a meeting with the other Conway Trust members and trustees and student governors EMA and RBY on 16/3/23. The discussion included what is needed from GC and what does GC want from the Trust, the vision, marketing, budget, operating model, and practical matters like an accounting officer and a clerk. Two further meetings have been scheduled.

10. RKI asked what teachers were being balloted about as they have been given a pay increase. SLE said it's still pay, although teachers will receive 5% this month, NEU asked for over 11%, a settlement hasn't been reached yet but SFCA has instructed colleges to pay out 5%.

11. LWI asked if we are successful at securing the Trinity West site is the LA site an alternative or in addition to Trinity

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|  | <p>West. SLE said it could be in addition to Trinity however the Trinity West site is increasingly unlikely.<br/>LWI asked about the timeline, SLE said we might find out in April about the bids, the LA plot is available in 2028 but the LA have said they can be flexible if we need it earlier.</p> <p>12. CSH said the teachers' pay rise will average out at more than 5%, our budget plus contingency made provision for 5%, this will make our negative variance of £500,000 to budget worse and with any additional teachers pay rise, every additional 1% will increase our variance by £100,000. MJO agreed that the contingency and pay rise liability has now gone.<br/>KWO said because there are fewer staff than budgeted for this gives us leeway of 2%. RAR asked why we have unfilled vacancies, SLE said the vacancies haven't been advertised because the A1 cohort is smaller this year.</p> <p>13. SLE has updated the Strategic Plan following governor's comments.<br/>CSH asked that the long-term financial projections be attached to the plan. RAR said when we have this it will be an annexe to the Strategic Plan.<br/>The Corporation approved the Strategic Plan.</p> <p><b>4.2 Staff Governors Feedback –</b> CKN confirmed that SLE, JRE and CKN have had a meeting to discuss staff feedback that was sent directly to the staff governors.</p> <p><b>4.3 Student Governors Feedback –</b> the student environment officer has organised through Rymans that pens that have run out can be donated in the recycling boxes provided.<br/>Throughout the year the GCSA main agenda has been diversity and inclusion, they organised GC's first ever Culture Day and have set up a Black Student Union. SIR asked about the student response to the Black Student Union being set up, EMA confirmed the response has been positive.<br/>EMA invited governors to the A2 prom which is being held in Leeds.</p> | SLE |
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| <p><b>6. Finance &amp; Estates</b></p> | <p><b>6.1</b> KWO introduced, and governors considered January 2023 management accounts and narrative, both previously circulated, highlighting:</p> <ol style="list-style-type: none"> <li>1. The operating surplus at the end of January was £1 million, a decrease of £17000 from the same period last year, and less than budget by £500,000.</li> <li>2. Income is on budget, admin and support staff received a 5% pay rise. The £150,000 contingency has been maintained.</li> <li>3. Non-pay expenditure is high on all counts. Utilities are especially high, the actual bills were received in January (there was a delay while the government grants were calculated). We have been accruing higher than budget but there is an additional charge of £20,000 to meet the cost year to date. January is showing £368,000 forecast against a budget of £251,000.<br/>RAR asked if the government energy discount scheme for businesses that ends in April has been continued for schools; it's currently unknown if we will continue to receive this.<br/>MOC asked if the new boilers were proving more efficient, MJO said because of the recent price rises it was hard to tell, RKI asked about the meter readings and MJO said GC doesn't have access to the meter readings. RAR said that this needs looking into because investment has been made into new boilers and a realistic amount needs setting for the budget.</li> <li>4. Income has been received from ESFA based on a lower number of students, this has resulted in a reduction of £185,000.<br/>MOC asked why we have less students, RAR said we recruited fewer in September and by day 42 we had 64 less than last year, and we receive lagged funding.<br/>MBR said our recruitment strategy has been changed this year, minority subjects will be filled first, we will retain our broad curriculum, and offer a more inclusive approach.</li> <li>5. £449,000 has been received in February and March as a smoothing profile of funds, this will boost our cash figure, but it won't be shown in the income statement until September.</li> <li>6. EWY asked why the outturn is £800,000 less than the position at the last Corporation meeting, the summary explains about £500,000. KWO explained that £300,000 bursary income was included in error in the income statement.</li> <li>7. RKI said the catering figures are showing a forecast loss of £60,000, KWO said the outturn is showing breakeven, but Aramark can charge us for repairs, VAT, and catering for meetings. We are owed £90,000 from them for overpayments for free school meals. MJO said that KWO and SCE have worked hard on unpicking the details of the</li> </ol> | <p>MJO</p> |
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|  | <p>overpayment, Aramark are auditing the details as well. KWO feels there will be nothing left for our profit share after this repayment.</p> <p>8. SIR asked how KWO felt her interim role was going, she feels the finance team do a good job, SCE is looking at budget control within the organisation, she said it will be a big job to create a realistic budget as there are no details to work from behind the top numbers. RAR said a draft budget is coming to F&amp;E meeting on 27/4/23.</p> <p>CSH said the starting point for the budget is having a realistic figure for expected outturn for the current year and asked if the outturn has stabilised yet. KWO and MJO said this figure is still deteriorating. CSH said in the past a forward-looking view hasn't been taken with our finances and he would like a true reflection on the outturn for the year rather than wait for something to happen before it appears in our numbers. RAR added that projections and assumptions could be used.</p> <p>9. RKI commented that there has been a huge overpayment to Aramark, and our energy costs are unknown, he asked if there are more issues to come. RAR said when JBL left, MBR has worked hard to understand the catering issues, and now we also need to understand the utility bills.</p> <p>RAR explained to the new governors that we want to expand the college facilities and are building up a capital reserve to invest back into the estate, understanding the outturn gives us an informed picture about projections for future capital spend.</p> <p>10. KWO asked how governors want pay liability to be shown in the accounts, RAR said he feels this should be shown in the pay section, in the teaching staff line, and the contingency should be reduced accordingly. CSH asked if this can be discussed further in F&amp;E meeting 27/4/23.</p> <p><b>6.2 Catering,</b></p> <p>1. MJO said that Aramark have presented a new offer, there are various options with different levels of capital investment, details previously circulated.</p> <p>2. MMI commented that there is a big emphasis on marketing and winning new contracts, but the prices and quality have been disappointing from them.</p> <p>3. MJO is visiting one of their outlets in a college in Pontefract. The current staff on the GC site will stay in place if we do change the catering company.</p> <p>4. LWI asked if the root problem with the catering is the management or the staff, MJO said cost was an issue, other outlets in the town centre are also available close by.</p> <p>5. RAR said that Aramark management are not delivering what they promised in their tender.</p> <p>6. MBR said now they have been made aware of our concerns, they have introduced meal deals and have improved the quality of their suppliers.</p> | <p>MJO/KWO</p> <p>Clerk for F&amp;E agenda</p> |
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|                                 | <p>7. EMA suggested taking students on the catering visits to other colleges so they can add their feedback.</p> <p>8. RAR said a nearby college uses a local catering company that also tendered for our contract and it would be interesting to look at their catering set up.</p> <p>9. EMA asked if students were involved in the previous catering tender, RAR confirmed they were.</p> <p>10. MOC said Aramark are an international company and they haven't been able to make it work and get the footfall they need.</p> <p>11. CSH said the contract has not been managed since it was awarded, and it may be that other companies will struggle to make it work as well.</p> <p>12. MBR said the contract that was signed didn't reflect the tender and two years of covid has affected the income that Aramark were expecting.</p> <p>13. RAR said they committed to survey their users, they never did, GC did it for them.</p> <p>MOC asked about our relationship with them and how we didn't know we were being overcharged.</p> <p>14. SLE added that in the recent meeting with Aramark, everything that was promised last time but not delivered, was offered again. A proposal regarding catering will be presented to governors at the next F&amp;E meeting 27/4/23.</p> <p>15. Timing is an issue as the contract will have a year to go when we get the new building so Aramark will move across there. MJO said terminating the contract is the only way they wouldn't move to the Hirst Building.</p> <p>16. MJO said he will be actively engaging with Aramark, and he will ask them what the rebate they owe us does to their model. ABA agrees that the relationship needs managing.</p> <p>17. CKN asked if moving catering back in-house is still an option. MJO said it can still be considered.</p> <p>18. LWI asked how many students are using the catering facilities. MJO said he will find out.</p> | <p>Clerk for agenda</p> <p>MJO</p> |
| <p><b>7. Risk Registers</b></p> | <p><b>7. New Build Risk Register, previously circulated:</b></p> <p>1.4 Consequences of known slippage and any future slippages.</p> <p>The potential handover date is 25/8/23.</p> <p>ABA asked about staff availability as this is their holiday period. MJO is aware of this issue.</p> <p>RAR asked what the snagging period will be. MJO said defects and snagging will be known before handover.</p> <p>MJO said if there is a stoppage for exams the handover won't happen in August.</p> <p>ABA cautioned against agreeing to an early handover unless it works for GC.</p> <p>1.5 Parking is not sufficient for staff and visitors.</p>  |                                    |

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|  | <p>There aren't enough parking spaces for everyone. We cannot use the Park Avenue overspill car park anymore although we are looking into this further.</p> <p>1.6 Staff, students and visitors are not safe on site due to the building works.<br/>GT are managing the site really well.<br/>GT have started on plans for phase 2, the demolition work, MJO has spoken to them about the area that will be affected and is aware that this stage will be more difficult.</p> <p>2.2 Building noise disrupts lessons, exams, and other planned college events.<br/>If GT are stopped during exams, it will cost them and will knock the programme out meaning the August handover will be lost, it's in their interests to make it work.</p> <p>2.4 Departments affected by the move are not kept apprised of the development.</p> <p>5.2 The Governing Body is not clear about the programme schedule, or any changes made to this.</p> <p>5.4 Not enough college staff have knowledge of the build and how it's progressing.<br/>MJO has visited the new building, it currently has concrete floors and plaster board walls.<br/>MJO will take photos on his next visit and will organise small tours into the building, to keep people engaged.<br/>RAR said governors want to visit as well, and a Corporation Development Session might be an ideal opportunity to do so.<br/>JHO said during his recent link visit to the Chemistry department, he joined the chemistry staff on a visit to the Hirst Building he was really impressed as were the staff he went with.</p> <p>EWY asked for an explanation of the liability impact scores, 1-5, to be detailed on the Risk register.</p> | MJO |
| <p><b>8. Annual Accountability Statement</b></p> | <p>Draft Annual Accountability Statement, previously circulated.<br/>MBR explained that the DfE require colleges to complete this statement annually, this is the first year we've been asked to do this.<br/>The DfE has produced guidelines, templates, and examples to help complete the Statement.<br/>The Annual Accountability Statement needs ratifying in the Corporation meeting on 15/5/23 and has to be submitted by the end of May 2023.<br/>CSH asked what the point of the Accountability Statement and the consequences of completing it are. RAR said Corporations have to complete the statement, but</p>   |     |



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|   | <p>academies don't, if we don't submit the statement to DfE our funding will not be released.</p> <p>MBR said they will check what we say we do against what we deliver in terms of the funding we claim. It sets out our strategic intent, linking to our local and regional labour market, and that our curriculum offer reflects these and is cross linked with Kirklees Local Skills Plan and shows how we contribute to our local area.</p> <p>The Accountability Statement has to be available on our website.</p> <p>SLE said it's similar to the Self-Assessment Report.</p> <p>RAR said it's a useful document for governors.</p> <p>RAR said that the government is interested in how the sixth form sector work with employers, but this is not shown in our draft Accountability Statement. MBR said the guidelines are about linking with our local schools improvement plan rather than employers. RAR asked that the positive statements from local employers that we already have be added to the statement.</p> <p>The Corporation were happy with the draft document.</p>   | MBR |
| <p><b>9. Health, Safety &amp; Wellbeing</b></p> | <p><b>9.1 Safeguarding (KAB)</b></p> <ul style="list-style-type: none"> <li>• The local police have spoken to the tutors and the safeguarding team about the Fearless Campaign which is an anonymous service run by Crimestoppers which is trying to reduce knife crime. Posters about the campaign have been displayed around the site. This will also be adapted and be added into tutorials.</li> <li>• The safeguarding team are still dealing with a number of challenging and complex situations.</li> <li>• UAN is currently completing the NSPCC Train the Trainer course. He can now deliver any future safeguarding training to the staff body.</li> <li>• Pastoral and curriculum staff are supporting students following the release of the mock exam results.</li> <li>• The waiting list for counselling is approximately 40 students which is manageable.</li> <li>• EMA asked about the Fearless Campaign, KAB said the police have visited all schools and colleges locally, it is a national campaign, and any crime or criminal activity can be reported, completely anonymously, on this service.</li> <li>• SIR asked the student governors about their views on the level of crime, HKH said students have been more aware recently as more incidents have been reported locally, therefore the discussion about it has increased. EMA said a victim of a recent incident was known to him and other students at GC. RBY said there needs to be more awareness of county lines and how young people are being groomed and incentivised to join them. MKH said since the Fearless</li> </ul> |     |

Campaign has been launched the discussion amongst students has increased.

**9.2 Covid risks & mitigation (SLE)**, it was decided to keep this on the agenda, there are a number of staff who have or have had covid recently, a watching brief is needed as exams are due to start shortly and there is no mitigation for students who can't take exams.

**9.3 Accidents and near misses (MJO)**,

- One student twisted their ankle on a college trip to New York.
- A student was taken to hospital on 17/3/23, this related to an existing health condition rather than an accident or near miss.
- There have been no near misses reported, RAR said the message needs promoting to staff and students that near misses should be reported.

**9.4 Staff wellbeing (MBR)**,

- This is a busy term, academic teams have been marking mock exams, recovery work is taking place with students who have now received their results, and additional support sessions are being put in place. A1 students are being prepared for their progress assessments. All this takes a toll on staff wellbeing.
- The college calendar for next academic year is being reviewed earlier, all staff have been invited to be involved so they can reflect on what has happened this year.
- Support staff are busy with 3300 applications and the admin aspect of year 11 interviews.
- A local school did not want GC staff visiting in person for year 11 interviews, so they have taken place for one hour per day for a week over Teams, the other local partner schools have been visited by GC staff for their interviews, partner school interviews took place via Teams or in person at GC. This has been a very busy time for the college staff. MBR said the situation with the interviews not taking place on site in the local school will be reviewed.

**9.5 Student wellbeing (KAB)**, no further updates made.

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| <p><b>10. Compliance with H&amp;S related matters</b></p> | <p>SLE summarised the note which has been circulated to Corporation members and it is confidential.</p>   |                             |
| <p><b>11. Corporation Composition</b></p>                 | <p>There are a number of governor vacancies in the Corporation:</p> <ol style="list-style-type: none"> <li>1. MOC will be stepping down after eight years as a governor. RAR thanked him for his length of service. SIR will join the A&amp;R committee and take over as Chair. MOC is also the careers lead and RAR asked for a volunteer to take over as lead governor in careers. LWI said she will speak to MOC about the lead governor role and the commitment involved. MOC said he is happy to discuss this with LWI, it's a competent department, there's a small amount of external audit to do and it's very rewarding to be involved.</li> <li>2. Our two Parent Governors are absent, ILA has resigned due to ill health and KSH is on a six month sabbatical which will almost take him to the end of his term as governor. S&amp;G committee agreed that these vacancies will not be advertised until September when the new A1's arrive.</li> <li>3. ILA was the Mental Health Lead so this has also created a vacancy. RAR has a governor in mind who he will ask to fill this role.</li> <li>4. A&amp;R committee is not working very well, attendance has been low, the committee needs strengthening. All Corporations must have an Audit &amp; Risk committee. RAR will speak to governors about this committee over the next few months. MBR pointed out that JBL was still listed as the Health &amp; Safety Chair on the working groups section of the Corporation composition. Clerk to amend.</li> </ol> | <p>MOC/LWI</p> <p>Clerk</p> |
| <p><b>12. Attendance Standards</b></p>                    | <p>RAR summarised the Attendance Standards paper, previously circulated, which was discussed at S&amp;G meeting 6/2/23.</p> <p>The results from the Governors Self-Assessment survey highlighted that governors were unaware of the link between attendance at meetings and continued membership as a governor.</p> <p>The proposal is that standards are put in place for governors in respect of attendance at committees and Corporation meetings.</p> <p>Governors are busy people with commitments elsewhere, 100% attendance is not expected.</p> <p>Attendance levels will be looked at on a termly basis, after two terms a conversation will be held if attendance has dropped below the minimum.</p> <p>The minimum proposed is 50% attendance at committees governors are members of and Corporation meetings. Over</p>  |                             |

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|  | <p>the full academic year in committees and Corporation meetings, governors should aim for 75% attendance. Governor attendance records will be updated and available termly.</p> <p>Governors were happy to accept the proposed standards. An up to date attendance schedule will be available at the next Corporation meeting 15/5/23.</p> <p>CSH asked if remote attendance at meetings is acceptable, RAR said our standing orders say attendance can be virtual, by telephone or face to face. Chairs of committees decide the format of meetings, S&amp;G and CDC meetings are currently held via Teams. If members can't physically attend, a Teams link can be requested.</p> <p>Governors will again have opportunity to feedback in this year's self-assessment survey.</p> | Clerk for agenda |
| <b>13. Committee draft minutes to note</b>                       | <ol style="list-style-type: none"> <li>1. Quality &amp; Standards Committee 25/1/23</li> <li>2. Search &amp; Governance Committee 6/2/23</li> <li>3. Finance &amp; Estates Committee 20/2/23</li> <li>4. Audit &amp; Risk Committee 27/2/23</li> </ol> <p>There were no questions or comments regarding the minutes of these meetings.</p>   |                  |
| <b>14. Policies &amp; procedures for adoption by Corporation</b> | None to review.  |                  |
| <b>15. Policies reviewed via committees for noting</b>           | Policies reviewed via Committees (for noting):<br>None on this occasion.   |                  |
| <b>16. Any other business</b>                                    | None on this occasion.   |                  |
| <b>17. Confidentiality</b>                                       | Paper on H&S related matters.<br>Potential development site.   |                  |
| <b>18. Dates</b>   | <p>Next Corporation meeting Mon 15/5/23:<br/>Govs' development session 4.00pm (Sustainability),<br/>Corporation Meeting 4.30pm</p> <p>Other upcoming meetings:<br/>Capital Development Committee, Wed 19 Apr, 4pm, teams<br/>Audit &amp; Risk Committee, Mon 24 Apr, 4.30, college<br/>Finance &amp; Estates Committee, Thu 27 Apr, 4.30pm, college<br/><b>New date:</b> Capital Development Committee, Wed 17 May, 4pm, teams</p>   | Govs note        |

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|  | Search & Governance Committee, Mon 22 May, 4.30pm,<br>teams |  |
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**Minutes prepared by Sharon Roper (Clerk) on 29/3/2023**

**Approved & signed by Richard Armstrong, Chair on 15/5/23**