

GREENHEAD COLLEGE CORPORATION
Minutes of Governors' Strategy Development Day
Thursday 3rd November 2022, 9.00-5.30pm, at Yorkshire Sculpture Park,
followed by evening meal

Govs present: Adrian Barrass; Chris Kneale; Craig Shannon; Emmanuel Matuka; Haris Khan (to 11.15am); Ian Lavan (to 3.15pm) ; James Reeve; John Holroyd; Jon Walker; Kasim Sheikh; Lisa Wilkinson; Michelle Lister; Richard Armstrong (Chair); Richard King; Simon Lett (Principal)

In attendance: Sue Ellis (from 2.15pm); Jess Norcliffe (from 9.45am); Kate Abel; Mark Jones; Mark Mitchell; Mo Bunter; Paddy Diamond; Tom Rowley (from 1.15pm); Usman Anwar; Sharon Roper (Clerk)

Apologies: Alison Jones; Elliot Gill; Heather Roebuck; Mark O'Connor; Mohammed Usman; John Blake

AGENDA ITEM	DISCUSSION	ACTION
<p>1. Welcome & objectives</p>	<p>1.1 RAR welcomed Governors & S.L.T. participants specifically Mark Jones, newly appointed Director of Strategic Operations & Delivery. Apologies noted, as above.</p> <p>1.2 RAR set context and introduced the objectives of the day.</p> <p>1.3 Session supported by a number of papers on all aspects, all previously circulated.</p>	
<p>2. <u>Session 1:</u> <u>To consider the options for expanding the capacity of Greenhead College</u> (led by SLE)</p>	<p>Simon's presentation, 6 options were discussed:</p> <p>Option 1: Build on the Greenhead site e.g., a four-court sports hall.</p> <p>Option 2: Develop offsite to expand capacity e.g., a maths school (DfE no longer accepting expressions of interest).</p> <p>Option 3: Submit a bid for a 16-19 Free School.</p> <p>Option 4: Free up capacity by building on the HI site via the DfE's Post 16 Capacity Fund.</p> <p>Option 5: Free up capacity by building on the HI site by funding the whole development ourselves.</p> <p>Option 6: Do nothing.</p>	

Further discussion and governors' questions of clarification included:

1. SIR asked the cost of the Freehold for the HI site, SLE replied the cost is expected to be between £100,000 to £200,000. JHO asked if this was for the entire HI building, it is.
2. LWI asked about student recruitment to the free school, MBR replied that the marketing will make clear it is not Greenhead but will promote the same high standards of education.
3. ABA asked if option 3 includes sports facilities, it doesn't.
4. For the purpose of the bid the free school is called Northern Technology Sixth Form, SLE invited ideas from governors as the name can be changed.
5. Following LWI's question, MBR confirmed the teachers at the trust and teachers at Greenhead will be separate.
6. EMA asked what would happen if a student wanted to switch subjects to one that isn't taught in the free school, SLE said they may be able to study a different subject on the Greenhead site, but this level of detail is to be determined going forward.
7. CSH asked if the costs for option 5 are inclusive of VAT, they are.
8. RAR said the old Kirklees College site shows residential flats, this land is currently unsold, DfE could potentially buy it for the free school.
9. CSH asked what would happen if the free school was agreed but the decision was taken not to academise, SLE said he felt there would probably be expectation from the DfE to academise.
10. CSH said he struggles to see the benefit of a free school if it's not linked to Greenhead academising.
11. MBR said the free school will specialise in STEM/technology subjects, if Greenhead doesn't do this other local colleges probably will, which could impact Greenhead.
12. SIR asked what if the new college isn't successful and Greenhead is associated with failure, SLE said it will be set up by Greenhead and will follow the Greenhead ethos.
13. ABA feels the estimates are not accurate and need further work.
14. RKI pointed out that the banks may not lend the sums required, RAR said because the ONS reclassification decision has not yet been announced it's too early to approach a bank. SIR suggested a funding partner for option 4.
15. JHO asked when the population increase of 16-19 year olds is set to peak, MBR replied that it will be in 2029.
16. SIR asked if option 4 was successful could it be rebranded and separated from Greenhead and then become a MAT with Greenhead. SLE said potentially it could.
17. JRE asked how we encourage students to apply for the free school as they probably will want to join Greenhead

	<p>because of its reputation. RAR said others have done this and been successful and we need to understand how they went about it. RKI, EMA and LWI all had further questions about recruitment and the negative effect this might have on Greenhead.</p> <p>18. JWA asked if both bids are successful can we do both, SLE said potentially yes.</p> <p>19. CKN asked if there are any obvious sites in North Kirklees if DfE wanted to site the free school there, SLE is unaware of any.</p> <p>20. SLT recommend submitting the Free School application and the Post 16 Capacity Fund bid and follow up afterwards by continuing to work on the details including affordability, deliverability, and the benefits for Greenhead.</p>	
Break	Break.	
<p>3. <u>Session 2: Development Session</u> (guests via Teams Bill Watkin and Nick Allen)</p>	<p>3.1 Bill Watkin, CEO of the SFCA led a presentation on the challenges and issues facing the sector.</p> <p>1. CSH asked about ONS reclassification, Bill Watkin said it might make it strategically more attractive to become an academy.</p> <p>2. RAR asked about bias from government, Bill said historically governments favour schools over colleges in the run up to elections as the school sector is much bigger.</p> <p>3. SIR asked if sixth forms get involved with SCITs, Bill said sixth forms have to do this in partnership with local schools and there are successful examples of this.</p> <p>3.2 Nick Allen, Deputy Principal of Peter Symonds College and author of the Six Dimensions Report, led a presentation on the performance analysis of the Sixth Form sector 2022 and where Greenhead sat in the analysis.</p> <p>1. SLE asked about the impact of enrolment in 2020 at Greenhead compared to the wider sector due to grade inflation and student intake increasing by 10.3%, Nick Allen will look into this and come back with an answer.</p> <p>2. KSH asked about the variables used in the graph presented on the generosity of results, Nick Allen said individual subjects are compared, Nick Allen said Greenhead has been stable over the last 5 years despite the pandemic although this year there has been a drop.</p> <p>3. RAR asked if the decrease in students studying humanities was happening nationally, Nick Allen agreed it was, history and English has dropped significantly, there is a huge increase in students studying criminology.</p>	Nick Allen

Lunch	Lunch.	
<p><u>4. Session 3: To consider & discuss whether Greenhead College should actively pursue an intention to become an Academy Trust (led by SLE)</u></p>	<p>Academisation presentation by Simon. Governors' questions included:</p> <ol style="list-style-type: none"> 1. ABA asked if we are at a disadvantage with the free school bid because we're not in a MAT. SLE said the DfE may favour existing MATs. 2. RKI asked how MATs get money to build, MBR replied that they receive grants. 3. KSH has concerns about the fundamentals of the free school, SLE confirmed that post submission of the bid changes can be made, and Greenhead also reserves the right not to proceed. 4. SIR asked what happens if the Conway Trust want to go ahead with a free school, but Greenhead doesn't, RAR said the trustees and members of the trust decide. 5. SIR asked if the free school bid and capacity fund bid are reviewed by the same people. SLE does not have that information. 6. EMA asked about the nature of the governing body at the free school, RAR confirmed that representatives from the staff and students will form part of the governing body. 7. JWA asked how many staff responded when asked their views on academisation, there were less than 20 responses from over 200 staff. 8. CSH asked which type of academisation retains the most control for Greenhead and looks after its interests. ABA asked what does the most realistic MAT for Greenhead look like. <p>The governors decided that both the Free School bid and the Post 16 Capacity Fund bid should be submitted.</p>	
Break	Break.	
<p><u>5. Session 5: Summary & next steps (SLE)</u></p>	<p>5. SLE summarised the day:</p> <ol style="list-style-type: none"> 1. Greenhead needs to keep the ethos to be exceptional at the heart of everything we're seeking to do with an underpinning moral aspect to do the right thing for young people in Kirklees and the surrounding area, this will cover the Free School, the Capacity Fund bid and the Sports Hall. 2. The governors agreed that an interim finance manager working 2/3 days per week can be recruited until Mark Jones starts his role which might not be until April 2023, as the financial forecast and budget need continued focus. 3. After the free school bid is submitted a key job of work for SLT is to work on the vision and ethos of the free school. 	<p>SLE/JNO</p> <p>SLT</p>

	<p>4. Engage with the Regional Director to advise her of the free school bid and Greenhead's potential journey towards academisation. Also engage with local MP, Jason McCartney.</p> <p>5. Governors were interested in a horizontal MAT with a powerbase of 'outstanding' sixth form colleges, SLE will engage in dialogue with these colleges to collect their views on academisation.</p> <p>6. Internal engagement will begin with staff and students.</p> <p>7. Involvement with primary and secondary schools to help raise standards</p> <p>8. Be open minded about a vertical MAT with local primary or secondary schools.</p> <p>9. Governors were interested in a horizontal and vertical MAT.</p> <p>10. If the free school bid is unsuccessful, we may have to continue as a stand-alone corporation, reflection required about how this will look.</p> <p>11. Governors agreed to the Capacity Fund bid and the Free School bid being submitted in November.</p> <p>12. Strategic Plan will be updated by SLT and will go to Corporation for input and sign off.</p> <p>13. ONS reclassification decision which is now expected in November will be significant.</p> <p>14. Potential for leadership roles and growing the senior team with the free school and HI site, SLE feels that SLT members are ready for these new roles.</p> <p>15. RAR said investment is needed into the capital expansion bid, preparing next stage design, working out the staffing structure, appointments by the Conway Trust and Greenhead's financial exposure.</p> <p>16. RKI wants to know why the HI site is so cheap, Kerrie Norman will be asked to provide a response about the price.</p> <p>17. CSH pointed out that SLE, RAR and the SLT have been working hard on the bids, he asked did this carry a personal cost and were they confident standards weren't slipping in the college. SLE replied that he was confident that SLT continue to run the college to the highest standard. SLE is concerned about the financial forecast and budget and that is why he has asked for support prior to Mark Jones starting his new role. RAR said SLE's day to day role is changing, and decisions will be required about a CEO role and the appointment of a principal to oversee the daily running of the college. RAR said the governors will continue to hold SLT to account and ensure outstanding student outcomes and experiences.</p>	<p>SLE</p> <p>SLE</p> <p>SLT SLT</p> <p>SLT</p> <p>Kerrie Norman</p>
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Minutes prepared by Sharon Roper (Clerk to the Corporation) on 17/11/22

Approved & signed by Corporation on 5/12/22