

# GREENHEAD COLLEGE CORPORATION Minutes of Corporation meeting held at College Room G17 Monday 4 December 2023, 4.00pm

Govs present: Adrian Barrass (Vice-Chair); Alison Jones; Anthony Hurley; Chris

Kneale; Darinder Shokar; Ed Wynn; Heather Roebuck (via teams); Jeanette Palmer (via teams until 17.20); John Holroyd: Liz Bowen;

Marjan Khatib; Mark Howells; Reuben Byfield; Richard

Armstrong; Richard King; Samim Mitha; Simon Lett (Principal);

Stuart Irving

In attendance: Mo Bunter; Magdaline Glynn; Usman Anwar; Tom Rowley (until

17.57); Karen Wood; Sharon Roper (Clerk)

Apologies: Connie Laing; Elliot Gill; Jon Walker; Lisa Wilkinson; Mohammed

**Usman; Mark Mitchell** 

AGENDA ITEM	DISCUSSION	ACTION
Pre-meeting Govs' Devt session (4pm):	Presentation on Safeguarding by Usman Anwar.	
At outset: Ratification of Parent Governors	<ol> <li>Darinder Shokar and Samim Mitha: noted appointments as Parent Governors, ratified by Corporation.</li> <li>Corporation agreed with S&amp;G Committee recommendation that John Holroyd be appointed as a full governor for a further 4-year term.</li> <li>Corporation agreed with S&amp;G Committee recommendation that Edward Wynn be appointed as an External Governor (currently an Associate Governor) for a 4-year term.</li> <li>Corporation agreed with S&amp;G Committee the governor membership changes as per the draft Corporation Composition, previously circulated.</li> </ol>	
1. Welcome, apologies	RAR welcomed members. Apologies received as above.  RAR prefaced the meeting; following feedback about the length of the meetings from the governors' self-assessment survey, there is now an assumption that governors have read the papers, there will be a short summary and then the floor will be opened up for governor discussion and questions, and approval from the board where required.	

2. Declarations	No declarations of pecuniary / prejudicial interest.	
3. Minutes 2/10/23	3.1 Corporation Meeting 2/10/23 minutes, previously circulated, approved by Corporation, signed off by RAR, Clerk to file.  3.2 Matters arising:  1. (Min 4.7) regional variation analysis regarding underperformance in GCSE's. Nick Allen, Six Dimensions, undertook some research and there isn't a significant difference compared to other regions across the country. There is a discernible dip in Value Added in 2023 compared to 2019 in the Yorkshire & Humber sixth form colleges, from plus 0.10 to minus 0.06. Nick Allen stressed this might be due to other circumstances rather than inflated GCSE's.  2. (Min 4.17) Destinations analysis comparison, our 2023 results show apprenticeships destinations at 8.5% this increased figure reflects the national trend. The national figure of students attending university this year has dropped, the assumption is that this is associated with the costs of going to university.  3. (Min 5.10) conditional offers made in 2023, this was confirmed in the paper MBR updated which has been distributed to governors.  4. (Min 8.9) free school meal payments reduced to £3.50, MBR said that bursary income is lagged, there were significantly fewer bursary students last year. For every student who qualifies for free school meals, their money is paid directly to Aramark whether they use their services or not. Free school meals have been set at £3.50, additional hardship payments are being paid directly to students' bank accounts.	Clerk
4. CLT's Report to Corporation	<ul> <li>4. CLT's Report , previously circulated.</li> <li>1.1 Key Events in College – (SLE) <ul> <li>Positive feedback received from prospective students and their parents during the open evening in Hirst building.</li> <li>Recent fire practice went smoothly, although there will be some changes before the next one.</li> <li>Applications for AY 2024/25 are now closed, approximately 3300 received.</li> </ul> </li> <li>1.2 Update on College strategy – (SLE) <ul> <li>Following the prime minister announcing a reform of A Levels, a watching brief is required. No further developments are expected before the next election, if re-elected this will go ahead but it will probably be a ten year project.</li> </ul> </li> </ul>	

 Finalised destination data shows a big increase in apprenticeships and employment and a fall in HE.
 GC's career lead is reporting an increase of interest in apprenticeships by this year's cohort.

#### **1.3** Update on Strategic Plans - (SLE)

- The Main College Strategic Plan has been updated, this is a holding response and will be updated again ahead of the Strategy Day (6/3/23).
- The IT Strategic Plan is a work in progress.
- Environmental Sustainability, there have been several activities culminating in Sustainability Week (w/c 27/11) which has been popular with the student body.

#### 2. Staffing Report – (SLE)

- **2.1** Staff absence has increased now we're in winter, mainly due to cold, flu and Covid symptoms.
- **2.2** Staff wellbeing Inset Day on 8/12, staff have been asked to complete a wellbeing survey, it's been a busy and long term especially for the teams that moved into Hirst and the teams who assisted them.

RAR asked about Wales education board changing the school year, removing a week from the summer holidays, and having two weeks at October half term. SLE said in England it's up to individual colleges to make their own arrangements, a two week October half term is becoming the norm, and this needs revisiting by GC.

**3.1** Variations to retention and attendance KPIs – (MBR) The retention figure compared to last year is 0.4% higher. Attendance has dropped by 1% since Corporation on 2/10 but is 1% higher than last year. Re-engagement strategies with individuals are ongoing.

#### **3.2** Update on curriculum – (TRO)

After reflecting on exam performance, QUIPs are in place. Performance Management has identified staff training needs.

Activity continues in seeking partnerships with other colleges in order to collaborate, including a college who has recently received an outstanding Ofsted inspection. GC have specifically asked about the Skills part of the inspection.

Vespa training continues to be embedded.

A number of staff are taking professional qualifications or promoting excellence, GC is taking advantage of free training currently available from the government.

The Tuition Fund is being utilised with directed support for learners, including teaching small groups, helping disadvantaged learners, and using external providers like ex-students to mentor students.

#### 4. Pastoral Report (UAN/MGN) -

Data, previously circulated, about the most vulnerable students includes: 3 x early support (domestic violence at home) and 2 x safety plan (considerable risk of harm) students.

Safeguarding and Prevent training (part 2) will be delivered to staff on 8/12/23.

GC notified of an increase in vapes containing illegal drugs. Stickers have been found on nearby lampposts with QR codes, police have been contacted, staff notified, and students have been alerted in tutorials.

Counselling referral numbers have returned to prepandemic levels, so waiting times are shorter. Reminders are run in tutorials reminding students of this service. Student Code of Conduct has been updated to include Hirst building and the facilities that are available in there to all students.

All A1 students have now had a 1:1 appointment with their teachers and their tutors.

ABA asked if November's figures are missing in the KPI data - the figures are not shown monthly, they are updated for each Corporation meeting.

ABA said there is good work with tracking, monitoring and support and asked if measures of performance are also available. TRO said during A2 monitoring an attitude for learning scale 1-4 has been allocated to students, this also links to attendance. Re-engagement policies will then be used with some students.

SIR asked who delivers the Tuition Fund activities – it's a mix of teachers, retired teachers, and ex-students. CKN said the ex-students who are helping out in Chemistry are excellent, EBO agreed that the ex-students helping in English Literature are excellent and have been inspirational and have helped some students to re-engage with learning.

SIR asked if the ex-students are paid – they are.

Two thirds of the Tuition Fund is allocated, if the money is not used it is returned to government, TRO said GC wants to maximise all funds available if possible.

SIR asked if data will be available to measure the Tuition Fund's effectiveness, TRO said this can be produced after a couple of cycles, and after A2 mocks to look at patterns against previous years.

RAR said in-year monitoring data will go to Q&S next year.

### **5.1 & 5.2** KPI's and monthly management accounts – (KWO)

Financial indicators, September management accounts and narrative, previously circulated.

The financial indicator information provided reflects expected outcomes as of September, which is still a good comparison against the budget.

TRO

**MBR** 

Teaching staff as a percentage of total staff budget is 73.1% against the budget of 74%. There's a swing towards admin staff which KWO is currently investigating and will report back.

**KWO** 

Payroll costs as a percentage of income is 70%, budget is 71%, there are extra costs outside payroll over the whole budget.

Non-ESFA income has increased to 2.3% because additional income that can be claimed from LEA has been identified, the budget figure s 2%.

Everything else is in line with the budget.

Cash days is 125 days versus 120.

ESFA has notified us that an additional £478,000 core funding will be sent to cover the agreed 6.5% pay rise, our budget had a contingency of 5% which will now help support extra costs and increased inflation costs. £56,000 additional costs have been identified relating to the opening of Hirst building, this amount has been covered. The cash balance is £6.3 million, which will increase by £800,000 if we stick to budget.

RKI asked why we do not have October's accounts – the accounts go to F&E before Corporation, October and November accounts will go to F&E on 15/1/24 and Corporation on 29/1/24.

KWO

RKI asked why general expenditure in the forecast increases by £460,000 in early 2024 – this is for examination fees and is £20,000 less than budget. ABA asked if the extra cost for the Hirst building is a one off cost – it is, and this cost included control panels, lifts, fire extinguisher brackets, and CCTV. ABA suggested that in future projects provision should be made for unknowns. RAR said the budget of £800,000 surplus is the floor level and may be exceeded because we have received extra funding.

ABA said he feels we should spend as much as needed to educate rather than increase savings.

**5.3** Update on estates-related matters – (SLE) There will be a formal opening of Hirst building in the new year – hopefully this will be a Royal visit, we will only be given a 2 week notice period for this. Judy Hirst who the new building is named after, visited it

last week. She thought the labs and classrooms were terrific and was surprised by the size of the building. Students are happy with the labs, classrooms and study space in Hirst, the social space is an issue as it gets overcrowded. Although the main hall (lecture theatre) is an option for more space there are concerns about damage to this new facility and it is already booking up with future events.

Other ideas are currently being considered.

Phase 3 has started, there has been some noise from drilling activity. The all-weather pitch will be ready by February half term. The demolition is due to start on the old science block.

Catering – MMI has been working with an external catering consultant, CLT will go out to tender and not renew for another year with Aramark. SLE will write to Aramark by the end of term and give them the required six months' notice to terminate the contract. SLE expects that they will want to submit a tender for a new contract. There is also the option to bring catering in-house.

Since the move to Hirst there has been feedback about an improvement in the catering, but SLE has also received the usual complaints about it.

RAR asked if Judy Hirst has been approached to be involved with the students eg to undertake a guest lecture. SLE confirmed she is happy to be involved, and previously she has undertaken masterclasses and Oxbridge work.

#### **5.5** Update on risk Registers – (SLE)

New Build risk register – this has been updated and the changes highlighted, previously circulated.

- 1. Due to staff changes, MJO's name has been removed and been primarily replaced with UAN.
- 2. Two risks have been removed:
- (E10) Not enough time to move into Hirst Building and (E11) Coordination and preparation of phase 3 demolition area.
- 3. (E20) Hirst building not working as intended and GC working in an incomplete building this is the current highest risk, and the risk score has been raised accordingly. There is an issue with snagging. This risk is not expected to be red for long.
- 4. (F2) Unforeseen additional costs during the build are made college responsibilities this risk has been increased although there is a healthy contingency.

Main risk register - this has been updated and the changes highlighted, previously circulated.

- 5. Again, changes have been made to staff names.
- 6. A new risk area 'Personnel' has been created and two risks added.
- 7. An internal audit report regarding Risk has highlighted issues with the risk registers and the Risk Management policy. SLE has started looking at the recommendations and is liaising with EWY to address the issues. The revisions will be shared with Audit & Risk committee shortly.
- 8. The new Director of Estates & Operations will have ownership of the risk registers and will add their own ideas.
- 9. RKI noted that MJO's resignation has not been addressed in the CLT report.

	RAR said that the Remuneration meeting minutes (2/10/23) contain further information but this is a confidential item and has been distributed to external governors only.  RAR apologised and said MJO's resignation should be formally recorded in these minutes.  10. RAR said that after mitigation there are still several red risks. He asked that the red and amber risks on the registers are looked at to see if there is further mitigation that can be taken.	
Statutory Voor		SLE
End Board sign	<ol> <li>2022/23 Year-end report &amp; Financial Statements This was discussed at a joint F&amp;E/A&amp;R meeting (13/11/23), who recommend approval by the board, requested amendments are highlighted in red. JHO asked that instead of stating 'MJO left' it is changed to 'MJO resigned', the resigned wording is used elsewhere in the documents, and this will ensure uniformity. Corporation board approved the report subject to the amendment above.</li> <li>External Audit report</li> <li>Murray Smith Letter of Representation</li> <li>Regularity Self-Assessment Questionnaire This is a statutory questionnaire which was completed for the first time last year. Additional questions have been added this year, principally around the ONS reclassification of sixth form colleges. RAR and JHO have provided input and SLE completed the questionnaire. RAR clarified that this is requested by the funding agency.</li> <li>All the reports above were approved by the Corporation board.</li> </ol>	Clerk
- Annual reports	A&R Committee Annual Report     A&R Internal Audit – Annual Report  SIR said following recent changes and the Internal Audit report he will come into GC to discuss some of the issues.  The final documents from the external and internal auditors	
	have been circulated to all governors and were discussed at the recent joint F&E/A&R meeting.	
Feedback	CKN works in the Hirst building and agrees that it's fantastic, but it does have limitations with social space. He feels the staff space was too small, but compromises have now been made. The labs are great, and the students love it.  Page 7 of 13	

He said that UAN and PDI have done an excellent job and are following up all the niggles that need resolving. RAR added that there is a considerable snagging list, and this has been taken up with DfE.

UAN said that GT have said that some defects have happened after GC have moved into the building, also there can be issues between GT and their contractors regarding who is responsible for the issues. SLE said that DfE have been supportive to get the snagging resolved.

EBO said CLT have been very supportive of staff around the duration of the term and the logistical and operational challenges that have been faced.

She said that colleagues have raised with the staff governors that the college is spread over several buildings and how important it will be for there to be a CLT presence based in the main building during Phase 3.

She said the main hall is a valuable space which gives the opportunity to unite the student community and staff community, and she attended a sustainability event in there last week.

## 8. Student Governors Feedback

RBY and MKH summarised the projects that the GCSA have recently been involved with.

1. RBY helped SST, Sustainability Lead with the events for the Sustainability Week.

The bake sale raised £307 for Friends of the Earth. Events included the One Man Show and lectures. The clothes and book swaps were not as successful as expected, hopefully this can be expanded over the next few years.

- 2. Charity Day (7/12/23) will include a staff ice bucket challenge and numerous other events, this synchronises with M&P week which includes therapy dogs and meditation and lots of other events.
- 3. There was a showcase for Black History Month which was a collaboration with the Black Student Union. Give Racism a Red Card Day raised £189.
- 4. Students are currently being interviewed to join the Prom Committee.
- 5. Plans for Men's Mental Health week didn't go ahead due to the move into Hirst building. MKH created a Men's Mental Health guide which was sent to all students and staff, MBR praised MKH and said the guide was brilliant. Clerk will forward the guide to all governors.
- 6. Concerns have been raised about public sexual harassment, GCSA want to relaunch the campaign about this subject as sexist remarks around college appear to be on the rise.

Clerk

UAN asked if there were any specific areas where this is happening, one of the areas is in tutorials and this hasn't been challenged by tutors. TRO added that in his recent meeting with the Diversity and Inclusion group this was also a concern, International Womens Day in March has been flagged and work is underway for this. TRO offered to work with GCSA on this issue.

TRO/RBY/ MKH

UAN said some students have been dealt with in regard to misogyny issues

7. Catering continues to be an issue for students. Feedback is that hot meals are too expensive, and some students can't afford to eat.

MBR said that meal deals have been reintroduced (£3.50) but this does not include hot food.

SIR spoke to some students prior to this meeting, and he found them impressive. They told him that hot food is not available on Wednesday when they are still at college for their enrichment activities and overall, the food on offer is too expensive.

ABA asked if engagement from the student body will be sought regarding catering. SLE said it will and all staff and students will be surveyed about the catering provision.

8. RAR asked that formal communication is made to GCSA about the amended bursary scheme where hardship payments of £10 per week are made directly to students. MBR said this is communicated on an individual basis. RAR said GCSA need to be made aware that students may qualify for this payment so they can answer any queries.

9. DSH asked for feedback on the new building from the student governors.

RBY said there was an initial adjustment period, students are happy with the labs and the classrooms but there isn't enough social space.

MKH said the best thing is the study rooms and they now open for longer, although some silent or quiet study rooms are noisy.

UAN said one of the study rooms has been changed to social use.

MBR said that R20 will be changed into a permanent supervised study room.

RAR added that there will be additional food and social space in 18 months when the building work is finished. MKH said overall the building is good and littering has reduced considerably.

Students told SIR that space to eat their lunch is an issue. MBR said that in the eating areas, between 12 and 2 o'clock, if students aren't eating, they have to vacate the rooms.

**MBR** 

#### 9. External Stakeholder feedback

SLE summarised External Stakeholder feedback – A2 Parent feedback 2023, previously circulated, .

- 1. This is an annual survey.
- 2. It's been an electronic survey since 2019, this has increased the response rate slightly.
- 3. In 2023 there were 286 responses, the A2 cohort was 1400.
- 4. The paper includes what the parents like best about the college and what it can improve, and CLT's initial response to issues that have been raised.
- 5. Issues from parents include:
  - Lack of social space this will be addressed when the building work is completed as the hall in the main building will again be accessible.
  - Disruption to student learning because of industrial action – the unions have accepted DfE's pay offer.
  - Transport this will be discussed further at Strategy Day on 6<sup>th</sup> March.
  - Virtual parent's evenings, parents would like more face to face contact with the college. SLE said an event could be held in Hirst building with this important stakeholder group.
- 6. EWY acknowledged the small response rate and the largely positive results.

In respect of slide 5 'the college has fulfilled my expectations' EWY pointed out that including neutral as a detracting response, 20% of parents said the college hasn't fulfilled their expectations, he asked what the verbatim comments were for this 20%.

SLE said the negative comments on slide 17/18 were the most typical comments, and he does not include any comments about teachers in this report.

- 7. RAR asked for the data for previous years to provide context to the paper and to see any trends.
- 8. SIR said when his children were at school/college as a parent he wanted face to face meetings with their teachers. RAR said these parents have been through covid so have not had the opportunity to meet their children's teachers for years. He suggested one face to face meeting during the two year period their child is at GC, and to favour the A1 year to start building the relationship.
- 9. DSH asked when the original main hall will be accessible again this will be in April 2025.
- 10. RAR said that there will be a session around the building plans and timelines for all governors, to update and remind everyone of the building work still to be completed. He encouraged governors to look around the old buildings which are not scheduled to have improvements.

One of the decisions needed at Strategy Day is about potential investment in the old buildings which won't increase capacity or investment in an offsite facility which will.

SLE

**RAR** 

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10. Link Governor visits	Link Governor Visits paper, previously circulated.  SLE asked for three further governors to volunteer. SIR and JHO both volunteered (SIR for student services).  RAR said new governors can be supported by an experienced governor during the visit which takes less than half a day and is arranged at the governor's convenience.  SMI volunteered to visit SEND and student services with SIR.  SLE will brief the relevant HODs first, and asked Link Governors to contact them in a week.	SLE/govs
11. External Board Review	RAR gave a verbal update on the External Board Review.  A tender took place, three companies were invited to respond to the specification.  Two companies responded and were interviewed, the third organisation was too busy to complete the review this AY. A recommendation was made to appoint Stone King as our reviewer.  This has been approved by S&G committee.  Stone King will talk to a selection of governors; new governors to ask about the experience of being a new governor and also speak to existing governors to gain their perspective. They will observe a Corporation meeting and some committee meetings, and they will ask governors to complete a survey.  This will not be an Ofsted style review. If governance requirements are not met this will be flagged. They will suggest improvements and ways to add value. If governors want to look at the documents submitted from the two organisations, please advise the clerk who will distribute them.  Stone King was slightly more expensive, but Stone King was recommended largely due to the reviewer who is very experienced, he's advised the Scottish parliament and is a governance professor at two universities. He also lives locally and is aware of GC.  The external board review is a statutory requirement and must be completed by July 2024.	Govs
12. Policies & Procedures for adoption by Corporation	1. Safeguarding Policy 2023/24 – (MGN) This is the annual update and includes the amendments to the KCSIE statutory guidance, the policy document is the Kirklees Safeguarding Policy, and edits made have been highlighted on the document. This policy was adopted by the Corporation.	

	2. Revised Terms of Reference for Remuneration, previously circulated (RAR) The amendments are highlighted. Approved by Corporation.	
	Approved by Corporation.	
13. Committee draft minutes to note	<ol> <li>Capital Development Committee 20/9/23</li> <li>Capital Development Committee 18/10/23</li> <li>Quality &amp; Standards Committee 19/9/23</li> <li>Finance &amp; Estates Committee 25/9/23</li> <li>Search &amp; Governance Committee 6/11/23</li> <li>Joint A&amp;R/F&amp;E committee meeting 13/11/23</li> <li>Joint F&amp;E/A&amp;R committee meeting 13/11/23</li> <li>Remuneration Committee 2/10/23 (CONFIDENTIAL-External Governors only)</li> </ol>	
	There were no questions or comments regarding the minutes of these meetings.	
	RAR said governors can attend any committee meetings (except Remuneration), let the Clerk know if you'd like to attend and she can copy you into the papers.	Govs
14. Policies	Policies reviewed via Committees (for noting):	
reviewed via Committees	<ol> <li>Code of Conduct for Governors (S&amp;G Committee)</li> <li>Bursary Policy (F&amp;E Committee)</li> <li>Fees &amp; Charges Policy (F&amp;E Committee)</li> <li>Senior Staff Performance &amp; Appraisal &amp; Development Policy (Rem)</li> </ol>	
	There were no questions or comments regarding the updated policies.	
15. Governor key documentation	<ol> <li>Governor Eligibility form 2023-24</li> <li>Governor Business Interests form &amp; guidance 23-24</li> <li>Governor Code of Conduct Declaration form 23-24</li> </ol>	
	The Clerk asked all governors to complete the mandatory forms, previously circulated, and return them to her.	Govs
16. Any other business	1. SLE said that Audit One have moved out of the education sector, so we are looking for new internal auditors.  Three audit firms were contacted (who Audit One recommended) and SLE, RAR and SIR had a Teams meeting with two internal auditors, Scrutton Bland and Elucidate Consulting Ltd, on 4/12/23.  It was felt that Scrutton Bland is a good fit for GC, the quality of their presentation was good, and they had new ideas about the direction of their audits.  The recommendation is to appoint Scrutton Bland for a three year period starting in the new year, pending a review	

	of the terms and conditions and costings from both	
	of the terms and conditions and costings from both companies.  RKI asked if the recommendation should come from the A&R committee or CLT. RAR said the next A&R meeting is in February, and we are currently without internal auditors, that's why this has come straight to Corporation.  All documents have been shared with A&R committee, if other governors wish to see them, they can be distributed. The Chair of A&R committee (SIR) was at the Teams meeting which interviewed the prospective internal auditors. EWY (A&R committee member) was impressed with the documents from Scrutton Bland and was pleased that they presented well.  SIR added that both companies offered the option of a one year contract at the outset.  RAR said both companies were clear that they want to work with A&R committee to develop an audit plan.  Scrutton Bland can offer high level scrutiny, and then recommend a detailed audit, or assurance that GC is on track in certain areas.	Govs/Clerk
	2. Interviews for two director posts, Director of Finance & Funding and Director of Estates & Operations to replace MJO, will take place before Christmas.  Governors involved in the Finance interview are JHO, RAR and SLE. Governors involved in the Estates interview are EGI, RAR, SLE and MBR, deputy principal.  Four candidates are shortlisted for the finance post and eight candidates for the estates post.	SIR
	<ul> <li>3. SLE asked for a governor to volunteer to do a reading at the GC carol concert at Holy Trinity on 19<sup>th</sup> December, SIR volunteered.</li> <li>4. Governors are invited to the annual Awards Evening for leading at the cards are 24/43/23 from 5.20 persons.</li> </ul>	Govs
	last year's A2 students on 21/12/23 from 5.30pm , at Greenhead. Refreshments will be provided.	
17. Confidentiality	None on this occasion	
18. Dates	Next Corporation meeting Mon 29/1/24: Govs' development session 4.00pm, General Education Policy training (SLE)	Govs note
	EWY asked for the Corporation and committee meetings to be added to the governor's outlook calendars.	Clerk

Minutes prepared by Sharon Roper (Clerk) on 14/12/2023

Approved & signed by Richard Armstrong, Chair on 29/1/24