

**GREENHEAD COLLEGE CORPORATION**  
**Minutes of Corporation meeting held at College Room G17**  
**Monday 18 March 2024, 4.00pm**

**Govs present:** Adrian Barrass (Vice-Chair); Anthony Hurley (until 18.13); Chris Kneale; Darinder Shokar; Ed Wynn; Heather Roebuck; Jeanette Palmer; John Holroyd; Lisa Wilkinson; Liz Bowen; Marjan Khatib (until 17.06); Mark Howells; Reuben Byfield; Richard Armstrong (Chair); Simon Lett (Principal); Stuart Irving

**In attendance:** Richard King (Associate Governor); Mo Bunter; Lauren Metcalfe; Magdaline Glynn; Sarah Walters; Tom Rowley (until 18.01); Usman Anwar (until 17.40); Ron Hill (Stone King); Frankie Robinson; Viswa Edara; Sharon Roper (Clerk)

**Apologies:** Alison Jones; Connie Laing; Elliot Gill; Samim Mitha; Mohammed Usman; Mark Mitchell

AGENDA ITEM	DISCUSSION	ACTION
<b>Pre-meeting Govs' Devt session (4pm):</b>	Presentation on DfE Build – Demolition and Infill Building Construction (Phase 3) by Sarah Walters.	
<b>At outset:</b>	<ol style="list-style-type: none"> <li>1. Corporation <b>approved</b> S&amp;G Committee recommendation that Richard King continue as Associate Governor for a further 2-year period.</li> <li>2. Corporation <b>approved</b> Q&amp;S Committee recommendation that Adrian Barrass be Chair of Q&amp;S committee.</li> <li>3. Frankie Robinson (FRO) and Viswa Edara (VED) were <b>ratified</b> by the Corporation as new student governors.</li> </ol>	
<b>1. Welcome, apologies</b>	RAR welcomed members. RAR introduced Ron Hill, Stone King who is observing this Corporation meeting as part of the External Board Review. Apologies received as above.	
<b>2. Declarations</b>	No declarations of pecuniary / prejudicial interest.	
<b>3. Minutes 29/1/24</b>	<p><b>3.1</b> Corporation Meeting 29/1/24 minutes, previously circulated, approved by Corporation, signed off by RAR, Clerk to file.</p> <p>RKI said that an additional column was requested on the Risk Registers to show the movements of the risks, and this</p>	Clerk

	<p>isn't detailed on these minutes. <i>This was discussed at A&amp;R (26/2/24) and is detailed in A&amp;R minute 4.2.5.</i>  <i>SLE, SWA and EWY will discuss this in a meeting they are having about Risk Registers, and this will be ready for the next A&amp;R meeting.</i></p> <p><b>3.2</b> Matters arising, outstanding actions, paper previously circulated:  29/1/24 Min 6, GCSA encouraging students to vote and visits by PPC's – SLE confirmed that Jason McCartney (MP) will come in to talk to students, and several Labour PPC's plus a current Labour MP are scheduled to talk to students on 18/4/24.</p>	SLE/SWA/ EWY
<p><b>4. Student Governors</b></p>	<p>RAR thanked RBY &amp; MKH on behalf of the Corporation for their work on GCSA and their contribution to the governing board.  RAR highlighted their work supporting the student body and the legacy Peace and Humanity project.  MKH said it has been an amazing opportunity to engage with students, staff and governors and feels that she has made a positive change which will benefit students now and in future years.  RBY, MKH, FRO and VED are all invited to attend Strategy Day on 17/4/24.  SIR said the outgoing student governors have made an outstanding contribution with their reports to governors and their initiatives.</p>	
<p><b>5. CLT's Report to Corporation</b></p>	<p><b>5.</b> CLT's Report , previously circulated.  CLT summarised key points, highlighting:</p> <p><b>1.1</b> Key Events in College – (SLE)</p> <ul style="list-style-type: none"> <li>• Mock exams results: pass rates and higher grades have increased compared to last year, full analysis will go to Q&amp;S, 8/4/24.</li> <li>• Liaison with MP's – Mark Eastwood MP has cancelled twice, and this is unlikely to be rearranged.</li> </ul> <p><b>1.2</b> Update on College strategy – (SLE)</p> <ul style="list-style-type: none"> <li>• Strategy Day (17/4/24) outline agenda &amp; background for the day.</li> <li>• Recommendations to put to governors at Strategy Day include:  -investing in an onsite or offsite development.  -academisation.</li> <li>• Key questions for academisation are on pages 5-8, let SLE know if you have any further academisation questions for Strategy Day.</li> </ul> <p><b>1.3</b> Update on Strategic Plans - (SLE)</p> <ul style="list-style-type: none"> <li>• Updates provided for Sustainability and IT.</li> </ul>	Govs

	<ul style="list-style-type: none"> <li>• ABA asked for these to be mapped against the Strategic Plan, this will be done for the next review.</li> </ul> <p>RAR asked governors to reply to the Clerk about Strategy Day attendance. Appreciate this is a working day for some governors, part day attendance is also an option.  RAR asked if governors wanted anything further adding to the Strategy Day agenda, topics on the agenda also include improving outcomes for students and short term fixes around capacity.</p> <p><b>2. Staffing Report – (SLE)</b></p> <ul style="list-style-type: none"> <li>• <b>2.1</b> Four support staff are on long term sick, there are no trends identified relating to short term absence.</li> </ul> <p><b>2.2 Staff survey results</b></p> <ul style="list-style-type: none"> <li>• External survey was run focussing on mental health and wellbeing, there were separate surveys for academic and support staff.</li> <li>• The results can be measured against other organisations.</li> <li>• Participation: teaching staff 65%, this increased from last year, support staff 44%.</li> <li>• The paper outlines suggestions to improve staff mental health and wellbeing. Managers have been asked to identify issues in their teams and seek to resolve them.</li> <li>• Further views will be sought about flexible working, CPD, working relationships between CLT and staff, and adapting communications.</li> <li>• Two issues that will take longer to address are reduction in workload and effective peer support processes. A further survey has been issued to staff about these issues.</li> <li>• Further actions will be taken after staff consultation.</li> </ul> <p>SIR asked what the drivers are for flexible working discussions - 58% of teaching staff want a reduction in workload, and 51% want flexible working arrangements. 40% of support staff want flexible working arrangements. CLT will explore how this will look without negatively impacting on the student experience and outcomes.  HRO asked what type of flexible working staff want – the survey did not ask this question. A mini survey has gone out to staff to explore this in more detail, but only 47 staff responded.  LWI asked how the question about flexible working was asked – the external survey question was ‘what suggestions can you make to improve your mental health and wellbeing at work?’  LWI asked how this response compares to other colleges - the survey providers compare us to data from 2019 against schools which could also include school sixth forms.</p>	<p>CLT</p> <p>Govs</p>
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	<p>Discussions are ongoing about bringing the survey in-house or finding another external survey provider. The timing of the survey will also be considered; it was run in December after a long and busy term.</p> <p><b>3. Curriculum Report</b></p> <p><b>3.1 Variations to retention and attendance KPIs – (MBR)</b></p> <ul style="list-style-type: none"> <li>• No variations in retention compared to January this year. It's 0.7% higher than in March 2023.</li> <li>• Attendance has dropped 0.2% since January 2024, intervention strategies are in place for low attendees. It's 1.7% higher than last year's figures.</li> </ul> <p><b>3.2 Update on curriculum – (TRO)</b></p> <ul style="list-style-type: none"> <li>• A2 mocks have been completed and monitoring is underway. Data from this will go to Q&amp;S 8/4/24.</li> <li>• Early A Level exams include Music and Drama; the majority of exams start in mid-May.</li> <li>• Departments are completing courses with students, addressing gaps identified in the mocks, making interventions, putting support in place like ALS and revision. The full amount of the Tuition Fund will be used. Easter revision sessions are available for students.</li> <li>• A1 progress assessments start after Easter.</li> <li>• Monitoring dates and timings and parent evenings are being reviewed by the College Calendar working party.</li> <li>• Curriculum trips to Iceland, New York, Stratford &amp; London are coming up.</li> <li>• Ongoing discussions are taking place with GT about minimising noise.</li> </ul> <p>SIR said one of the GC football teams has progressed to a semi-final.</p> <p>RAR suggested that the film 'Hidden Figures' be made available to Maths &amp; Computer Sciences A1 students, it's about the contribution to NASA from black women in the 1960's.</p> <p>TRO gave an update around diversity and inclusion, LGBTQ History Month, International Womens Day and Holocaust Memorial Day have taken place and Culture day is on 25/4/24.</p> <p><b>4. Pastoral Report (MGN/UAN) –</b></p> <ul style="list-style-type: none"> <li>• A review of the software that is used to monitor and filter GC's IT systems is underway. Advantages of using a new company include the use of AI, human monitoring, and twelve months free in a four year contract. A decision will be made this week.</li> </ul> <p>ABA asked if the potential new software monitoring suppliers have a proven track record. A staff member who</p>	<p>CLT</p> <p>CLT</p>
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works in the IT department has used this company in a previous role. Three companies have been considered and their costs are similar.

Currently the laptops provided by GC doesn't block inappropriate websites when used at home, this is another advantage of changing to a new system.

DSH asked if the new packages are cloud based services – Light Speed the preferred option is.

- GC will be included in Operation Encompass, if there is a domestic violence incident in a student's home police inform the college so that support can be provided to the student.
- M&P week took place w/c 4/3/24
- Student Re-engagement Policy has been launched following extensive consultation
- Term 2 positive attendance letters and low attendance letters will be issued at Easter.
- 74 counselling referrals were made in the second term. 19 students are on the waiting list; the waiting time is 11 days. Current trends include loss, relationships, long term mental health and neurodiversity. A Neurodiversity Group has been set up for students.

DSH asked how average waiting times for counselling compares to previous years – this compares favourably, there may be a spike because of the recent mocks and upcoming exams. External referrals via a doctor can take 14 months.

SIR said counselling staff have increased in the last few years due to increased demand, and asked if demand is the same or reduced – it hasn't decreased. MTO, the counselling lead, triages students which no other college does.

SIR asked if GC share their expertise – in May GC is presenting at SFCA mental health annual conference and sharing all the formats that we provide.

Other colleges have visited and asked about our safeguarding provision, there are cost implications which some colleges can't afford.

## **5. Finance & Estates Report (LME)**

### **5.1 & 5.2 KPI's and monthly management accounts**

- KWO, temporary finance manager, prepared the December and January management accounts and budget reforecast.
- Operating surplus in January was £594,000, inclusive of staff increases and an increase of 5% to pension costs.
- Non-pay is higher because of a reprographics contract.
- The KPI's are stable.



	<p>RAR said that West Yorkshire Authority are intending to take back control of the bus services. SLE will ask Tracy Brabin (West Yorkshire Mayor) for an update on this.</p> <p><b>5.4</b> Accidents and near misses since last report (SWA) – <i>Details in the CLT report.</i></p> <p><b>5.5</b> Update on risk Registers – (SWA)  EWY, SLE and SWA will have a meeting about the risk registers which will be updated in line with the changes agreed at A&amp;R meeting (26/2/24).  Changes will include overview and narrative of changes to the risks and the movements of the risks.  RAR thanked EWY for his help with the Risk Registers.  The Risk Appetite will be considered by A&amp;R (13/5/24), and then come to Corporation for approval.</p>	SLE
<p><b>6. Staff Governors Feedback</b></p>	<p>1. CKN said there is an ongoing issue with temperature control in Cooksey building. RAR has been contacted directly about this by staff who work in Cooksey and has escalated this to SWA.  SWA will be meeting with an energy consultant who look at sustainable options. The cost of a traditional air conditioning system is £120,000.  SWA will provide detailed options with costings.  SLE acknowledged the issues in Cooksey for staff and students. The solution to this issue will not be in place by this summer.  RAR said that this has been discussed at F&amp;E meetings, but progress has been slow due to changes to role holders, and thanked SWA, who is new to role, for making progress already.</p> <p>2. Hirst has suffered temperature issues during winter so there may also be a potential heating issue in warmer weather.  RAR said if this is the case this will be escalated via DfE, as the heat tolerances in the building design were explicit.  ABA said the estates team need to be aware that the building design means that windows should never be opened.</p> <p>3. CKN reported that students have experienced noise disturbance due to the building demolition. He said that Hirst is proving to be a noisy building due to the air flows being open to the outside.  Decibel levels are being monitored and SWA asked that staff contact her or the premises team if they are experiencing high levels of noise due to the building work.  SLE said it is almost certain that there will be a cessation of building work during exams.</p> <p>4. Staff who have recently achieved 10 or 20 year anniversaries working for GC received an award, feedback</p>	SWA

	<p>is that this is a nice gesture, colleagues felt valued, and the presentation on a Friday was well timed for the weekend.</p> <p>5. EBO said the staff mental health survey is progressive. SLT are not paying lip service to the results and are exploring flexible working and workload.</p> <p>EBO said she has been able to agree flexible working for some colleagues in her department which has been well received and shared that she is personally supported with flexible working.</p> <p>EBO praised innovations like six period days following late evenings like parents' evenings and open evenings, M&amp;P week, potentially increasing October half term to two weeks and the flexible working model.</p> <p>MHO said that EBO summarised the benefits of flexible working well, and this makes GC an attractive proposition for prospective staff.</p> <p>6. SIR added that flexibility for students could also be considered.</p>	
<p><b>7. Student Governors Feedback</b></p>	<p>RBV summarised the GCSA annual report, previously circulated.</p> <ol style="list-style-type: none"> <li>1. Peace and Humanity initiative has been launched to support disasters abroad and students in college.</li> <li>2. Public sexual harassment campaign to call out violence and harassment.</li> <li>3. RBV has worked with the Black Student Union to combat micro aggressions and ensure their student voice and opinions are heard.</li> <li>4. A big achievement was raising £2000 for Palestinian International Medical Aid, and 390 signatures calling for a ceasefire was sent to current and prospective MPs. Jason McCartney, MP, has visited GC, and there was a good turnout of students to hear him speak.</li> <li>5. RBV was instrumental in adding three enrichments to the programme; United Nations, a dance team, and British Sign Language.</li> <li>6. Welfare initiatives included a Ramadan Welfare guide, and a men's mental health project.</li> <li>7. GCSA increased student voice through their executive officer's approach and ten random students were selected to canvas their opinions which were fed back to SLT. GCSA worked on increasing engagement, as some students were unaware of them and what they did.</li> <li>8. A pilot sustainability week was held, and this will be added into the college calendar.</li> <li>9. Charity Day raised £2200 for Project Youth Cancer, money has also been raised for Morocco and Libya earthquake disasters.</li> <li>10. Prom Committee has been established.</li> <li>11. Events organised include LGBTQ month, Culture Day, International Music Day, Black History Month, and showcase.</li> </ol>	



	<p>12. RBY thanked SLT and the governors, he's enjoyed being President of GCSA and a student governor.</p> <p>13. With Mocks and A Levels students are going into a stressful time and GCSA are promoting GC's counselling services.</p> <p>14. Positive feedback has been received from students regarding monitoring and support sessions.</p> <p>15. RBY reminded governors of the ethical issues in regard to GC banking with Barclays.</p> <p>RAR said that this has also been raised in the sustainability working group and LME will bring options to F&amp;E meeting. GC still owes a loan to Barclays.</p> <p>HRO asked if students had any idea of where they would like GC to bank. The student consensus is for it not to be one of the main offenders, and for it to be a sustainable choice.</p> <p>EWY said it was brilliant that ethical banking has been raised but said that consideration must also be given to the service provision available from any new bank.</p> <p>16. RKI asked if the Peace and Humanity initiative will give equal weight to suffering in all areas of the world – it will diversify to other areas of need.</p> <p>17. AHU said that giving people help, support and expectations around sexual harassment will help when calling people out. In his workplace this is called Bystander training.</p> <p>JPA, Safeguarding and Prevent lead governor, will share Bystander Training with UAN and MGN that can be adopted and adapted. She stressed one of the main messages is not to put yourself in danger.</p> <p>18. RAR thanked RBY for his report.</p> <p>RAR said that the new student governors should make their own agenda and priorities, Frankie Robinson (FRO) felt they have big shoes to fill, the new GCSA already have ideas but will also follow up on some previous projects. FRO said he would like to meet all the governors. RAR encouraged FRO and VED to use governors' knowledge and experience.</p> <p>19. SIR asked if there are Jewish faith students in college, RBY said that GCSA try to create a safe space, and inclusivity and diversity and this includes students from the Jewish faith.</p>	<p>LME</p> <p>JPA</p>
<p><b>8. GC Draft Accountability Statement</b></p>	<p>MBR summarised the draft Accountability Statement, previously circulated, highlighting:</p> <p>1. This is an ESFA requirement.</p> <p>Changes to the template for this year are highlighted in red. Information provided is above and beyond the minimum requirements.</p> <p>It has been completed with a view to the Kirklees Local Plan and the LSIP, this document now reflects what GC is</p>	

	<p>actually doing and helps support the upcoming Ofsted inspection which is due in the next 18/24 months.</p> <p>2. The Accountability Statement needs board approval before it is submitted at the end of June.</p> <p>3. ABA praised the document and said this might be a richer document than the Strategy Plan.</p> <p>4. RAR said that after the discussions at Strategy Day if anything impacts the Accountability Statement it can be added in before the deadline. There is no requirement to provide a Strategic report, but RAR said the Strategy Plan is the most important as it looks forward 5 years. MBR suggested adding in a line about how the Accountability Statement reflects it in the next Strategic Plan update.</p> <p>5. EWY said that there is no place in the statement to detail dependencies on others like transport links. MBR said this is covered in the SAR and QUIP and the Accountability Statement is not the right place for that. RAR said that in the Annual Strategic Conversation (item 9 below), DfE were alerted to these issues and have followed up with the Department of Transport.</p> <p>Corporation <b>approved</b> the Accountability Statement, subject to a further contemplation of the document following Strategy Day.</p>	CLT
<p><b>9. Annual Strategic Conversation Letter</b></p>	<p>This formal letter from the Annual Strategic Conversation between RAR, SLE and DfE, previously circulated.</p> <p>There were no questions or comments regarding the Annual Strategic Conversation.</p> <p>Corporation <b>noted</b> the Annual Strategic Conversation Letter.</p>	
<p><b>10. Governors Attendance 2023/24 Term 1</b></p>	<p>Governors Attendance 2023/24, Term 1 spreadsheet, previously circulated.</p> <p>RAR gave context to this item; a year ago targets for governors were agreed to try to achieve attendance levels at Corporation and Committee meetings. There is a balance to strike due to governors working full time, illness etc which will be taken into account. Governors were asked to be aware of their own attendance for Term 1. Governors with low attendance were asked to address this in terms 2 and 3. RAR will speak to governors with low attendance during the year. A Term 2 update will go to S&amp;G (3/6/24) and then Corporation.</p>	

<p><b>11. Governors Self-assessment Analysis</b></p>	<p>Governors Self-Assessment Analysis, previously circulated.</p> <p>S&amp;G discussed this on 6/11/23, apologies as it should have come to Corporation earlier.</p> <p>The analysis is built into the SAR, some areas have improved but more can be done.</p> <p>Progress has continued with diversity, but RAR wants to see a 50/50 gender split across the Corporation.</p> <p>Corporation <b>noted</b> the Governor Self-Assessment Analysis.</p>	
<p><b>12. Governors Skill Analysis</b></p>	<p>Governors Skill Analysis, previously circulated.</p> <p>See item 11 above, item 11 and 12 taken together.</p> <p>Corporation <b>noted</b> the Governors Skill Analysis.</p>	
<p><b>13. Internal Audit Schedule</b></p>	<p>Internal Audit Schedule 2023/24, previously circulated.</p> <p>New internal auditors have been appointed.</p> <p>SIR (Chair of A&amp;R) recommended approval of the Internal Audit Schedule.</p> <p>He added that past issues with A&amp;R committee and post holders at GC have been resolved</p> <p>SLE said the first audit, Data Management, will take place w/c 18/3/24 and the Risk Audit is happening shortly due to the limited assurance score on the previous one.</p> <p>It's a new relationship with the auditors Scrutton Bland and SLE thinks they'll do a good job.</p> <p>RAR noted that they are completing more audits than our previous auditors, although they are probably catching up as we were without internal auditors for several months.</p> <p>Corporation <b>approved</b> the Internal Audit Schedule 2023/24.</p>	
<p><b>14. Policies &amp; Procedures for adoption by Corporation</b></p>	<p>Both Terms of reference were previously circulated:</p> <ol style="list-style-type: none"> <li>1. Revised Terms of Reference for A&amp;R Committee</li> <li>2. Revised Terms of Reference for S&amp;G Committee</li> </ol> <p>The amended Terms of Reference have been recommended for adoption by their relevant committees, most of the amendments reflect the reclassification of sixth form colleges into the public sector.</p> <p>Amendments are highlighted.</p> <p>Corporation <b>approved</b> adoption of the Audit &amp; Risk and Search &amp; Governance Terms of Reference.</p>	

<p><b>15. Committee draft minutes to note</b></p>	<ol style="list-style-type: none"> <li>1. Capital Development Committee 17/1/24</li> <li>2. Quality &amp; Standards Committee 22/1/24</li> <li>3. Search &amp; Governance Committee 5/2/24</li> <li>4. Audit &amp; Risk Committee 26/2/24</li> <li>5. Capital Development Committee 28/2/24</li> </ol> <p>The above minutes were previously circulated.</p> <p>There were no questions or comments regarding the minutes of these meetings.</p> <p>RAR reminded governors that anyone can contribute to any committees even if they're not a member of it, by joining a meeting or raising something after seeing the minutes.</p> <p>The Corporation <b>noted</b> the draft committee minutes.</p>	
<p><b>16. Policies reviewed via Committees</b></p>	<p>Policies reviewed via Committees, all previously circulated (for noting):</p> <ol style="list-style-type: none"> <li>1. Predicted Grades Policy (Q&amp;S Committee)</li> <li>2. Young Carers Policy (Q&amp;S Committee)</li> <li>3. Risk Management Policy (A&amp;R Committee)</li> <li>4. Health &amp; Safety Policy (A&amp;R Committee)</li> <li>5. Disaster Management Plan Policy (A&amp;R Committee)</li> </ol> <p><b>1. Health &amp; Safety Policy</b> - JHO said that on page 17, point 3, 'Premises covering buildings on an evening are advised as to the procedures in the event of any disturbances' the wording needs changing as it doesn't make sense. SWA to change the wording and confirm with JHO and A&amp;R committee.</p> <p><b>2. Disaster Management Plan Policy</b> – this is a confidential item due to details of key personnel's telephone numbers detailed in the policy. ABA suggested that this document could have a static section and link documents so if role holders change or when the current building work finishes and the drawings of all the campus buildings change the policy does not have to be reissued and the links are updated instead. This may also solve the confidentiality element of personnel telephone numbers.</p> <p>Subject to the above amendments, Corporation <b>noted</b> the policies.</p>	<p>SWA</p> <p>SLE/SWA</p>
<p><b>17. Any other business</b></p>	<ol style="list-style-type: none"> <li>1. RAR said that LWI has become Lead Governor for Marketing and Communications leaving a vacancy for lead governor for Careers and Skills. He asked for a volunteer to become lead governor, MBR, TRO and LWI can provide more information to any interested governor.</li> </ol>	

	2. SLE reminded governors of the formal opening of Hirst building on 23/4/24 and formal invites will be sent out. ABA as Vice Chair is standing in for RAR who is unable to attend. SIR asked about the dress code - there isn't one.	
<b>19. Confidentiality</b>	Disaster Management Plan Policy Strategy items regarding academisation.	
<b>19. Dates</b>	Next Corporation meeting Mon 20/5/24: Govs' development session 4.00pm, Ofsted session.  Strategy Day Weds 17/4/24, Yorkshire Sculpture Park	Govs note

**Minutes prepared by Sharon Roper (Clerk) on 15/4/2024**

**Approved & signed by Richard Armstrong, Chair on 22/5/24**