

KIRKLEES COLLEGE CORPORATION

Minutes of a meeting held from 1430 to 1730 on 8 May 2024 Held in the Conference Centre, Waterfront Centre, Huddersfield

Present:	G Hetherington	Independent Governor (Chair)
	R Blackburn	Independent Governor
	Dr A Conn	Independent Governor
	Dr J Daniels	Independent Governor
	J Firth	Independent Governor
	C George	Independent Governor
	A Greaves	Staff Governor
	D Harding	Independent Governor
	E Highfield	Independent Governor
	F Parvez	Independent Governor
	C Robinson	Independent Governor
	J Robinson	Staff Governor
	P Singh	Executive Governor
	J Clement Walters	Independent Governor

14/17 = 82.35%

KPI 80% Quorum: 6 (40%)

In Attendance:	J Arechiga	Deputy Principal of Curriculum & Innovation
	L Buckley	Vice Principal of Curriculum & Performance (via Teams)
	P Doherty	Deputy Principal of Finance & Resources
	P Hughes	Vice Principal of Quality & Student Experience
	P Lucarz	Executive Director of People & Governance
	D Rayneau	Vice Principal of Business Systems, Information & Technology
	H Rose	Vice Principal of External Relations & Apprenticeships
	P Sugden	Executive Director of Estates & Facilities
	C Tague	Director of Governance & Compliance (clerk)

Item	Action/Synopsis
PRELIMINARY ITEMS	
	Prior to the meeting, governors took part in a safeguarding training session facilitated by the Assistant Principal, Student Experience.
1	WELCOME AND INTRODUCTIONS The Chair welcomed everyone to the meeting.
2.1	NOTICE AND QUORUM The Director of Governance & Compliance C Tague (CT) confirmed that due notice of the meeting had been given and the meeting was quorate.
2.2	APOLOGIES FOR ABSENCE Apologies were received from Independent Governors W Bailey, F Hussain-Butt and Student Governor P Allison.
2.3	DECLARATIONS OF INTEREST All confirmed that, except as previously disclosed, they had no direct or indirect interest in any way in the business to be transacted at the meeting which should be disclosed.

Item	Action/Synopsis
<p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p>	<ul style="list-style-type: none"> 16-18 vocational, Maths and English attendance ranged between 92.4%-94.6%, which was a 2.3-2.6% improvement from 2022/23. <p>Attendance:-</p> <ul style="list-style-type: none"> Current overall attendance was 79.5%, which whilst lower than hoped, was on an upward trajectory with a 1.3% improvement from the same point in 2022/23. 16-18 vocational attendance stood at 81.6% which was a 1.7% improvement from the same point in 2022/23 English attendance was at 71.7%, a 2.7% decline from the same point in 2022/23 Maths was at 71.3%, a 1.1% decline from the same point in 2022/23. <p>Forecast achievement:-</p> <ul style="list-style-type: none"> 16-18 overall 82.7% - a 2.9% improvement from 2022/23 English 81.5%, a 2.2% decline from 2022/23 Maths 81.4%, a 0.8% decline from 2022/23 Vocational 84.1%, a 7.1% improvement from 2022/23 <p>It was noted that English and Maths forecast achievement had been risk rated given the potential impact of non-attendance on achievement rates.</p> <p>In discussing the data, the potential impact of the forthcoming national policy changes pertaining to Maths and English 16-18 attendance and 100% attendance being a condition of funding were acknowledged. Members were advised that this was an area being put forward as a strategic priority for Corporation approval.</p> <p>The College had written to the DfE regarding the new English and Maths requirements in a bid to influence policy development before implementation and discussions had been held with a large awarding body as to the need to remove the stigma of the current pass/fail criteria, which if addressed could potentially improve attendance.</p> <p>Whilst the challenges of the policy and the fact that the approach did not meet all students' needs were acknowledged, it was important to recognise that progress was being made and a number of pilots and building blocks were being put in place to build on opportunities for improvement.</p> <p>RESOLVED: The Corporation noted the direction of travel on the <i>Improve 16-18 Study Programme Achievement Rates</i> strategic priority.</p>
<p>6</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p>EMBED ENVIRONMENTAL SUSTAINABILITY</p> <p>P Sugden (PS) Executive Director of Estates & Facilities gave a presentation in relation to the strategic priority: <i>Embed Environmental Sustainability</i>.</p> <p>In introducing the item, Dr A Conn, Link Governor for the priority, advised that whilst some excellent work had been undertaken in this respect, there appeared to have been a change of direction since he had last been consulted in September 2023.</p> <p>In giving the presentation, PS highlighted a number of key actions that had been undertaken or were underway, which included the reduction of energy use and waste on campus.</p> <p>Members were advised that following consultation with students, there had been a change in direction and a new approach taken to the delivery of carbon literacy training to all staff and students, which included a review of existing curriculum delivery relating</p>

Synopsis
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Item	Action/Synopsis
	to sustainability, plans to introduce a sustainability element to student induction, and the integration of staff training on sustainability into annual staff development programmes.
6.5	With regards to embedding environmental sustainability, the United Nation's Sustainable Development Goals (UN SDGs) which comprised of 17 interlinked global goals designed to be a 'blueprint to achieve a better and more sustainable future for all', were referenced. The College's actions in relation to a number of these goals was outlined.
6.6	Work undertaken with the West Yorkshire Consortium of Colleges (WYCC), where it was felt that greater impact could be made by linking with other colleges, was also highlighted, as was progress against the FE Climate Action Roadmap action plan.
6.7	In discussing the presentation, a view was expressed that the original goal of <i>playing an influential role in combating the climate emergency</i> had been lost and that focus should be given to being influential through credible and focused actions.
6.8	The role of the Link Governor in contributing an independent view was also highlighted as was the importance of keeping the Link Governor well informed in order to give confidence that the strategic priority was being delivered.
6.9	During further discussion it was suggested that the work outlined would have impacted on and influenced both staff and students and through them the wider community.
6.10	In concluding the discussion, it was agreed that the Senior Leadership Team would revisit the approach to the strategic goal of influence and consult with the Link Governor for the environmental sustainability strategic priority as to the direction of travel.
6.11	RESOLVED: The Senior Leadership Team to review the approach to the strategic goal of '<i>playing an influential role in combating the climate emergency</i>' and consult with the relevant Link Governor as to the direction of travel.
PSu	
KEY OPERATIONAL UPDATES	
7	PRINCIPAL'S REPORT
7.1	PS shared the Principal's report which opened by highlighting the work of the Enrichment Team in identifying a valuable scholarship opportunity for a student.
7.2	<p>Responding to the rest of the Principal's report, Governors noted:</p> <ul style="list-style-type: none"> • The signing of the Memorandum of Understanding with Huddersfield and Calderdale NHS Trust which focused on collaboration to support training, education, work placements and jobs for local people that will deliver social, economic and health benefits for communities in Kirklees. • A College Group had recently visited to discuss Kirklees College's work in relation to learning outside of the classroom and the pastoral approach to security and its impact on student behaviour. • The recent collaboration of the Enrichment team, Students' Union, Conscious Youth and Local Democracy Services to facilitate a hustings event with local candidates standing in either the local or general election. • The Home Office visit scheduled for 8 May to discuss the Asylum Site on Manchester Road had been rearranged. An application to change the use of the site would need to go through either the local or parliamentary planning process. It was noted that Governors would need to consider whether declarations of interest were required if the Corporation needed to discuss local planning matters.

Item		Action/Synopsis
7.3	RESOLVED: The Principal's report was noted.	
8	<p>ACCOUNTABILITY STATEMENT</p> <p>8.1 H Rose (HR) Vice Principal of External Relations & Apprenticeships, presented the draft Accountability Statement.</p> <p>8.2 Members were advised that subject to a couple of minor amendments and the addition of graphics, the Accountability Statement presented was proposed for sign off and publication on the College's website in time to meet the DfE deadline of 30 June 2024</p> <p>8.3 In discussing the report, it was noted that the Local Skills Improvement Plan (LSIP) now had a Project Manager in place and it was hoped that this would enable plans to move forward at a quicker pace.</p> <p>8.4 It was confirmed that progress against the national, regional and local priorities outlined within the statement would be monitored by the Curriculum Strategy Committee.</p> <p>8.5 RESOLVED: The Accountability Statement be approved for signature by the Chair and submitted to the DfE and published on the College's website by the 30 June 2024 deadline.</p>	<p>Synopsis 3</p> <p>HR / Chair</p>
9	<p>FINANCIAL REPORT</p> <p>9.1 P Doherty (PD) Deputy Principal Finance & Resources presented a report on the College's financial performance and the following key points were noted:-</p> <ul style="list-style-type: none"> • The College was reporting a very strong financial performance for 2023/24. • An EBITDA of £4.9m was forecast for the full year, which was an improvement of £0.9m compared to budget. This was 10.6% of adjusted income, whereas the sector average for 2022-23 was 5.5% • An increase of 16-18 student numbers beyond the initial funding allocation had resulted in an additional in-year payment of £0.75m for exceptional growth. • The College had a relatively high debt burden of £14.8m which related to a local authority loan that was due to be fully paid by March 2036. This debt meant that whilst the College's financial health points score was forecast to improve, it's financial score grade would remain 'good'. <p>9.2 Whilst welcoming the strong financial performance and the exceptional EBITDA compared to sector, a question was posed as to whether students were being disadvantaged in any way by a risk averse approach and lack of investment. Members were assured that this had been considered when developing the Financial Strategy and the need to generate EBITDA to service the high debt level. It was also highlighted that the unexpected income for exceptional growth had added to the current position. The Strategy was due to be reviewed in 2025 and it was likely that the budget for the next academic year would present a lower EBITDA target.</p> <p>9.3 In response to a question regarding progress on the Estates Strategy, it was noted that feedback from the first phase of the external consultant's review was awaited which would inform the development and timing of the Estates Strategy.</p> <p>9.4 RESOLVED: The report and the healthy financial position outlined was welcomed.</p>	<p>Synopsis 4</p>

Item	Action/Synopsis
<p>10 2023-24 BUSINESS CRITICAL PERFORMANCE INDICATORS (YEAR TO DATE: 31 MARCH 2024)</p> <p>10.1 P Doherty (PD) presented a report on the College's business critical performance indicators.</p> <p>10.2 In response to question as to the number of RIDDOR reports and closure of incidents and accident actions, it was noted that whilst 4 incidents had been minor, they had been recorded as RIDDOR due to the staff/student being directed to hospital. The other 3 incidents were being investigated. In terms of closure of incident/accident actions, efforts were being made to close some longer-standing items and thereby reduce the current average closure of 6 weeks..</p> <p>10.3 RESOLVED: The business critical performance indicators (year to date: 31 March 2024) monitoring information be noted.</p>	Synopsis 5
RISK & COMPLIANCE	
<p>11 STRATEGIC RISK REPORT</p> <p>11.1 P Doherty (PD) presented a report which outlined the continued progress being made in maintaining and developing the College's risk management framework.</p> <p>11.2 The report also sought approval for the assignment of the 13 strategic risks to the relevant Committee for ongoing review, with a 'deep dive' review of each assigned risk to be carried out in 2024/25 and summary reported to the Audit Committee. Members were advised that the Audit Committee had received risk management training and a training offer would be developed for all Committee members if the recommendation was agreed.</p> <p>11.3 Members were assured that the Audit Committee were not stepping back from the monitoring of risks, but it had been suggested that it might be more appropriate for the relevant committee to examine the risks in greater detail.</p> <p>11.4 In considering the recommendation, a number of concerns were raised as to whether the proposal was feasible given current Committee workloads, particularly given the need to carry out a thorough review of each risk.</p> <p>11.5 A separate question was raised as to the allocation of the Communications risk theme to the Curriculum Strategy Committee and it was agreed that this would be reviewed.</p> <p>11.6 In concluding the discussion, it was suggested that the proposal be tested with each Committee undertaking one review to ascertain the impact on their work programme.</p> <p>11.7 RESOLVED:</p> <p>1. The Corporation approves the assignment of the 13 strategic risks to the relevant Committee for ongoing review with the following caveats:-</p> <ul style="list-style-type: none"> a. Each Committee to undertake a deep dive into one of the assigned risks to test the principle and any impact on the Committee's work programme; b. The principle of risk assignment to be adjusted in-year if it is found to impact negatively on individual Committee performance; and c. Training be provided for individual Committees as to their allocated risks. 	Synopsis 6

Item		Action/Synopsis
	2. The assignment of risk to the Curriculum Strategy Committee to be reviewed to ensure that this is the appropriate allocation.	
1625 – a 10 minute comfort break was taken and the meeting resumed at 1635		
COMMITTEE REPORTS		
12	AUDIT COMMITTEE REPORT, MINUTES 17 APRIL 2024 The Committee Chair, J Waters, presented the minutes of the 17 April meeting and the items of report were noted.	
13	SAFEGUARDING COMMITTEE REPORT, MINUTES 23 APRIL 2024 The Committee Chair, C Robinson, presented the minutes of the 11 March meeting and the items of report were noted.	
14	QUALITY, PERFORMANCE & STANDARDS, MINUTES 29 APRIL 2024 The Committee Chair, D Harding, presented the minutes of the 29 April meeting and the items of report were noted.	
GOVERNANCE		
15	CHAIR'S REPORT 15.1 The Chair gave a brief update in lieu of a more detailed report on his informal succession planning discussions with governors which indicated that there was a clear preference to fill the positions of Chair, Vice Chair and Safeguarding Lead/Chair from within the current cadre of current governors rather than go out to external recruitment. 15.2 The Chair advised that he was due to attend the AoC Yorkshire and the Humber Principals and Chairs Forum and a meeting of the Principals and Chairs of Huddersfield New College and Greenhead College in the near future.	
16	GOVERNOR TRAINING ACTIVITIES No activities were reported.	
17	PUBLICATION OF AGENDA PAPERS RESOLVED: Items marked confidential on the meeting agenda shall not be published.	
18	THANKS AND CLOSE There being no other business, the Chair thanked everyone for their contributions and the meeting closed at 1710.	

AGREED ACTIONS				
	Who?	Action	Min	By
1.	Govs	Read Part One of Keeping Children Safe in Education: Rolled over – The remaining Governor to confirm that they have read Part 1 of <i>Keeping Children Safe in Education</i> .	3.2	ASAP
2	PSu	The Senior Leadership Team to review the approach to the strategic goal of ' <i>playing an influential role in combating the climate emergency</i> ' and consult with the relevant Link Governor as to the direction of travel.	6.11	ASAP
3	HR/ Chair	The Accountability Statement be approved for signature by the Chair and submitted to the DfE and published on the College's website by the 30 June 2024 deadline.	8.5	30/06/24
4	PD / CT	The Corporation approves the assignment of the 13 strategic risks to the relevant Committee for ongoing review with the following caveats:- <ul style="list-style-type: none"> a. Each Committee to undertake a deep dive into one of the assigned risks to test the principle and any impact on the Committee's work programme; b. The principle of risk assignment to be adjusted in-year if it is found to impact negatively on individual Committee performance; and c. Training be provided for individual Committees as to their allocated risks. The assignment of risk to the Curriculum Strategy Committee to be reviewed to ensure that this is the appropriate allocation.	11.7	Ongoing 10/07/24

SYNOPSIS		
	Details	Min
1.	The updated Risk Management Policy and Procedures were approved.	4.3
2.	The Corporation received updates on the <i>Improve 16-18 Study Programme Achievement Rates and Embed Environmental Sustainability</i> strategic priorities.	Items 5 & 6
3.	The Accountability Statement was approved.	8
4.	The Corporation received a update in relation to the College's financial performance.	9
5.	The Corporation noted the Business Critical Performance Indicators (Year to Date: 31 March 2024).	10
6.	The Corporation considered a report in relation to the College's risk management framework and approved the assignment of the 13 strategic risks to the relevant Committee for ongoing review, with the caveat that the principle of risk assignment be adjusted in-year if, it was found to impact negatively on individual Committee performance.	11