

KIRKLEES COLLEGE CORPORATION
**Minutes of a meeting held from 1430 to 1730 on 3 April 2025
Held in Conference Room, Waterfront, Huddersfield**

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| Present: | G Hetherington | Independent Governor (Chair) |
| | R Blackburn | Independent Governor (Virtual attendance, Items 1 - 12) |
| | B Brown | Independent Governor (Items 1 – 14) |
| | Dr A Conn | Independent Governor |
| | Dr J Daniels | Independent Governor |
| | J Firth | Independent Governor |
| | S Johnson | Independent Governor |
| | F Parvez | Independent Governor |
| | Prof P Roberts | Independent Governor (Items 1 – 15) |
| | M Smith-Connor | Independent Governor (Items 1 – 9) |
| | J Clement Walters | Independent Governor |
| | P Singh | Executive Governor |

12/18 = 66.67%

KPI 80% Quorum: 7 (40%)

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| In Attendance: | J Arechiga | Deputy Principal of Curriculum & Innovation |
| | P Doherty | Deputy Principal of Finance & Resources |
| | L Buckley | Vice Principal, Curriculum & Performance |
| | P Hughes | Vice Principal, Quality & Student Experience |
| | D Rayneau | Vice Principal, Business Systems, Info & Technology |
| | H Rose | Vice Principal, External Relations & Apprenticeships |
| | P Sugden | Executive Director, Estates & Facilities |
| | C Tague | Director of Governance & Compliance (clerk) |
| | H Cross | Observer (Rockborn) |
| | P Edwards | Head of Apprenticeships & Business Development (Item 4) |
| | D Turner | Business Development Manager (Item 4) |

| Item | Action/Synopsis |
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| PRELIMINARY ITEMS | |
| 1 | WELCOME AND INTRODUCTIONS The Chair welcomed everyone to the meeting, particularly M Smith-Connor to their first meeting as independent governor and H Cross who was observing the meeting as part of the college's external governance review. |
| 1a | 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. |
| 1b | APOLOGIES FOR ABSENCE Apologies were received from Independent Governors W Bailey, F Hussain-Butt, E Highfield, C Robinson and Staff Governor J Robinson. |

| Item | Action/Synopsis | | | | | | | | | | | | | | | | | | | | | | |
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| 1c | DECLARATIONS OF INTEREST There were no interests declared. | | | | | | | | | | | | | | | | | | | | | | |
| 2 | APPROVAL OF PREVIOUS MINUTES RESOLVED: The minutes of the meeting of the Corporation on 12 December 2024 and 17 March 2025 be approved. | | | | | | | | | | | | | | | | | | | | | | |
| 2a | MATTERS ARISING NOT ON THE AGENDA There were no matters arising from the minutes. It was agreed that Item 4, Estates Strategy would be deferred and the financial and operational items (Items 8, 9 and 10) would be moved up the agenda due to the need for 2 governors to leave the meeting before 1700. | | | | | | | | | | | | | | | | | | | | | | |
| 2b | UPDATE ON AGREED ACTIONS 1. Annual Safeguarding Report 2023/24 - That the wording of the report's opening sentence and the paragraph in relation to knife crime to be amended. ACTIONED 2. A report in relation to recruitment and potential funding implications 2025/26 be scheduled for a future meeting of the Finance & Resources Committee. ACTIONED | | | | | | | | | | | | | | | | | | | | | | |
| 3 | CONSENT AGENDA APPROVALS 3.1 The Chair presented the Consent agenda for consideration. 3.2 RESOLVED: (i) To approve the use of the Consent Agenda as amended; (ii) No items should be moved from the Consent Agenda to the Main Agenda; and (iii) To approve all Items on the Consent Agenda. 3.3 Items approved/noted via the Consent Agenda: <table border="1"> <tr> <td>C01</td><td>Corporation appointments</td><td>Approve</td></tr> <tr> <td>C02</td><td>Governor training & development policy</td><td>Approve</td></tr> <tr> <td>C03</td><td>Co-opted member role description</td><td>Approve</td></tr> <tr> <td>C04</td><td>Fees Policy 2025/26</td><td>Approve</td></tr> <tr> <td>C05</td><td>Strategic risk report (including the Risk Management Policy</td><td>Approve</td></tr> <tr> <td>C06</td><td>Arrangements for obtaining the views of staff and students</td><td>Approve</td></tr> <tr> <td>C07</td><td>Strategic priority action plan updates</td><td>Monitor</td></tr> </table> | | C01 | Corporation appointments | Approve | C02 | Governor training & development policy | Approve | C03 | Co-opted member role description | Approve | C04 | Fees Policy 2025/26 | Approve | C05 | Strategic risk report (including the Risk Management Policy | Approve | C06 | Arrangements for obtaining the views of staff and students | Approve | C07 | Strategic priority action plan updates | Monitor |
| C01 | Corporation appointments | Approve | | | | | | | | | | | | | | | | | | | | | |
| C02 | Governor training & development policy | Approve | | | | | | | | | | | | | | | | | | | | | |
| C03 | Co-opted member role description | Approve | | | | | | | | | | | | | | | | | | | | | |
| C04 | Fees Policy 2025/26 | Approve | | | | | | | | | | | | | | | | | | | | | |
| C05 | Strategic risk report (including the Risk Management Policy | Approve | | | | | | | | | | | | | | | | | | | | | |
| C06 | Arrangements for obtaining the views of staff and students | Approve | | | | | | | | | | | | | | | | | | | | | |
| C07 | Strategic priority action plan updates | Monitor | | | | | | | | | | | | | | | | | | | | | |

| Item | Action/Synopsis | | |
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| 3.4 | C08 | Governance development plan 2024/25 | Monitor |
| | C09 | Term 1 student survey report | Monitor |
| | C10 | Health & Safety Committee minutes, 24 February 2025 | Monitor |
| | C11 | EDI Committee minutes, 25 February 2025 | Monitor |
| | C12 | Corporation seal | Monitor |
| | C13 | RSM emerging risk radar, Spring 2025 | Note |
| | Items noted via the Confidential Consent Agenda:- | | |
| | CCA1 | People, Culture and Governance Committee minutes – confidential annexes 1-3, 19 November 2024 | |
| | CCA2 | Deputy Principals’ mid-year performance, targets and objectives. | |
| | CCA3 | Principal’s mid-year performance, targets and objectives. | |
| 1440 | P Edwards, Head of Apprenticeships & Business Development and D Turner, Business Development Manager joined the meeting. | | |
| 4 | EMPLOYER ENGAGEMENT | | |
| 4.1 | P Edwards (PE), Head of Apprenticeships & Business Development and D Turner (DT), Business Development Manager delivered a presentation in relation to the college’s employer engagement activities. | | |
| 4.2 | The update provided details on the Work Placement and Apprenticeship Teams, including their impact, recent achievements, future plans and progress in establishing Employer Boards across all curriculum areas. | | |
| 4.3 | RESOLVED: The Corporation welcomed the update and positive progress outlined. | | |
| 1500 | P Edwards & D Turner left the meeting | | |
| 5 | STRATEGIC PRIORITY UPDATE | | |
| 5.1 | H Rose (HR) Vice Principal, External Relations & Apprenticeships delivered a presentation which provided an update on the 2024/25 strategic priority: Increase applications from Dewsbury students for Dewsbury Provision. | | |
| 5.2 | HR introduced the item by referring to a statement from E Highfield, Link Governor for the strategic priority, who was unable to attend the meeting, which highlighted the college’s impact in North Kirklees, its’ provision and sustained investment and key wider leadership role. | | |
| 5.3 | From a curriculum strategy perspective, there had been positive progress in the curriculum review and offerings like construction and in understanding perceptions from schools to influence and strengthen relationships. | | |

| Item | | Action/Synopsis |
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| 5.4 | The presentation highlighted actions to drive the strategic priority forward. The increase in student numbers at both Dewsbury centres was noted as was the development of proactive strategic partnerships, curriculum developments and efforts to increase engagement in North Kirklees Schools. | |
| 5.6 | RESOLVED: Members welcomed the update and positive progress outlined. | |
| 6 | FINANCIAL REPORT 6.1 P Doherty (PD) presented a report in relation to the College's financial performance for the seven months ended 28 February 2025, together with a forecast outturn for 2024/25. 6.2 The Committee reviewed the data and observed that financial performance remained strong, with Financial Health projected to be Outstanding for 2024/25. 6.3 Medium and longer term challenges, including constraints on government public sector funding and reduced exceptional in-year 16-18 year old funding were discussed. It was acknowledged that whilst the current financial position was robust, there was no room for complacency. 6.4 RESOLVED: Members welcomed the strong financial performance position outlined. | Synopsis 3 |
| 7 | CAPITAL BUDGET 2025/26 7.1 P Doherty (PD) presented a report seeking approval of the College's capital budget for 2025/26. 7.2 In the absence of the Chair of the Finance & Resources Committee, the Chair provided feedback on the key points of the special meeting held to discuss the proposals. 7.3 In reviewing the budget proposal, the Committee considered:- 1. It's alignment with the College's Financial Strategy, in particular, the ability of the College to deliver an EBITDA level for 2025/26 that would service this level of capital investments, together with necessary loan repayment commitments. 2. The level of assurance and reliability placed upon the College's financial forecast that supported this proposal. 3. The process undertaken by Executive to identify and prioritise capital expenditure (eg business planning, alignment with strategic goals, supporting business growth and journey to excellence). 7.4 The Committee:- | Synopsis 4 |

| Item | Action/Synopsis |
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| <p>1. Referred to the budget increase requested and approved in 2024/25 and sought and received assurance that the 2025/26 budget would not require a similar additional request.</p> <p>2. Sought clarification on how capital grants funding could be utilised. As requested, a supplementary note detailing this, as well as new information published by the Department for Education (DfE) on 1 April 2025, had been circulated to the Corporation in advance of the meeting.</p> <p>3. Acknowledged that whilst the proposed budget exceeded the prioritized elements detailed in the report, these were preliminary estimates and the proposals provided headroom for additional prioritisation without requiring further approval from the Corporation.</p> <p>4. Supported the proposed budget and recommended it to Corporation for approval.</p> <p>7.5 PD referred to the supplementary note which clarified that the proposed capital expenditure budget was to be sourced from the college's own funds and related to planned expenditures that were not expected to be eligible for capital grant funding. However, upon further receipt and review of detailed grant terms, if it became possible to allocate elements of this budget against capital grant funding, the Executive Leadership Team would undertake to do so.</p> <p>7.6 During the discussion, members agreed that whilst it was essential to maintain sufficient funds to ensure robust financial planning, it was also important to avoid excessive cash reserves. The importance of the college's charitable purpose was highlighted and there was agreement that if some spend could be covered through capital grants, then the agreed capital budget should be re-purposed on other areas to enhance the students' learning experience.</p> <p>7.7 RESOLVED: Corporation approves the capital budget 2025/26 as set out within the report.</p> <p><i>The financial detail in relation to this item is considered confidential at this time and is recorded in a confidential and restricted annex marked Annex 1, 03/04/2025.</i></p> | |
| <p>8</p> <p>8.1</p> <p>8.2</p> | <p>BUSINESS CRITICAL PERFORMANCE INDICATORS (BCPIS)</p> <p>P Doherty, Deputy Principal, Finance & Resources presented a report which outlined the BCPIs position as at 31 January 2025. There were no issues of note therein.</p> <p>RESOLVED: The BCPI monitoring information be noted.</p> |
| <p>9</p> | <p>PRINCIPAL'S REPORT (TABLED ACHIEVEMENT DATA)</p> <p>P Singh (PS), the Principal and J Arechiga (Vice Principal Curriculum & Innovation) presented a brief overview of newly available national achievement data. Members welcomed the continuous improvement outlined</p> |

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| Item | Action/Synopsis |
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| | which demonstrated how the college was narrowing the achievement gap. |
| 1600 | <i>Marcus Smith-Connor, Independent Governor left the meeting</i> <i>A 10 minute comfort break was taken and the meeting resumed at 1610</i> |
| 10 | PRINCIPAL'S REPORT P Singh (PS), the Principal, presented the Principal's report which outlined key developments, achievements, and strategic initiatives at Kirklees College during the second term of the 2024/25 academic year. |
| 11 | SAFEGUARDING COMMITTEE REPORT The Committee Chair presented the minutes of the 13 February 2025 meeting and the items of report were noted. |
| 12 | PEOPLE, CULTURE & GOVERNANCE COMMITTEE REPORT The Committee Chair presented the minutes of the 4 February 2025 and the items of report were noted. |
| 1645 | <i>R Blackburn, Independent Governor left the meeting</i> |
| 13 | QUALITY, PERFORMANCE & STANDARDS COMMITTEE REPORT The Committee Chair presented the minutes of the 4 February 2025 and the items of report were noted. |
| 14 | AUDIT COMMITTEE REPORT The Committee Chair presented the minutes of the 12 March 2025 and the items of report were noted. |
| 1700 | <i>B Brown, Independent Governor left the meeting</i> |
| 15 | COMMITTEE TERMS OF REFERENCE RESOLVED: Corporation approves the revised committee Terms of Reference, with the caveat that the quorum for each committee must include at least 2 independent governors. |
| 1710 | <i>Prof P Roberts, Independent Governor left the meeting</i> |
| 16 | CHAIR'S REPORT The Chair indicated that meetings would be arranged for informal discussions with governors regarding their roles, terms of office, future aspirations as governors and to provide input into succession planning activities for the Corporation Chair and wider recruitment planning. |

| Item | Action/Synopsis | |
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| 17 | GOVERNOR TRAINING & ACTIVITIES It was reported that Dr A Conn, C George and J Walters had attended the recent Kirklees Operator Skills Hub Launch and that Dr A Conn, C George and D Mbabazi had attended the Remembering the Past, Shaping the Future event, held as part of the International Day of Remembrance of the victims of slavery and the transatlantic slave trade. | |
| 18 | DRAFT CORPORATION MEETING DATES RESOLVED: The following Corporation meeting dates for 2025/26 are approved:- <ol style="list-style-type: none"> 1. 23 October 2025 2. 11 December 2025 3. 29 January 2026 – annual dinner 4. 30 January 2026 – strategy day 5. 19 March 2026 6. 1 May 2026 - strategy half day (AM) 7. 21 May 2026 8. 9 July 2026 | |
| 19 | PUBLICATION OF AGENDA PAPERS RESOLVED: Items marked confidential on the meeting agenda shall not be published. | |
| | THANKS AND CLOSE There being no other business, the Chair thanked everyone for their contributions and the meeting closed at 1725. | |

| SYNOPSIS | | |
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| | Details | Min |
| 1. | The Corporation received a presentation in relation to the college's employer engagement activities, which included details on the Work Placement and Apprenticeship Teams, recent achievements, future plans and progress in establishing Employer Boards across all curriculum areas. The positive developments outlined were welcomed. | Item 4 |
| 2. | An update on the 2024/25 strategic priority: <i>Increase applications from Dewsbury students for Dewsbury Provision</i> was provided. The college's role and impact in North Kirklees was recognised and actions to drive the strategic priority forward were acknowledged. | Item 5 |

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| 3. | <p>In reviewing the college's financial performance for the seven months ended 28 February 2025, the strong financial performance and projected financial health score of outstanding were welcomed.</p> <p>However, the Corporation recognizes that whilst the current financial position is robust, there is no room for complacency, given the volatile, uncertain and complex operating environment.</p> | Item 6 |
| 4. | The capital budget for 2025/26 was approved. | Item 7 |