

## KIRKLEES COLLEGE CORPORATION

### CURRICULUM STRATEGY COMMITTEE

**Minutes of a meeting held from 1000 to 1230 on 14 November 2024**

**Held in the Conference Centre, Waterfront Centre, Huddersfield**

|                |                |                                                        |
|----------------|----------------|--------------------------------------------------------|
| Present        | E Highfield    | Independent Governor (Chair)                           |
|                | B Brown        | Independent Governor                                   |
|                | C George       | Independent Governor                                   |
|                | J Robinson     | Staff Governor                                         |
|                | M Smith-Connor | Co-optee                                               |
|                | J Arechiga     | Deputy Principal, Curriculum & Innovation              |
|                | H Rose         | Vice Principal, External Relations and Apprenticeships |
|                | Governors 5/7  | KPI 80%                                                |
|                | 71%            | Quorum: 3 (60%)                                        |
| In Attendance: | L Buckley      | Vice Principal, Curriculum & Performance               |
|                | P Hughes       | Vice Principal, Quality & Student Experience           |
|                | D Rayneau      | Vice Principal, Business Systems, Info & Technology    |
|                | J Wilson       | Director of Quality, HE & Learning Centres             |
|                | C Tague        | Director of Governance & Compliance (clerk)            |

| Item No | Item                                                                                                                                                                                                            | Action |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1       | <b>APPOINTMENT OF CHAIR</b><br><br><b>RESOLVED: That E Highfield be re-appointed as Committee Chair with immediate effect.</b>                                                                                  |        |
| 2       | <b>WELCOME AND INTRODUCTIONS</b><br><br>The Chair opened the meeting and welcomed B Brown and M Smith-Connor to their first meeting as Independent Governor and Co-optee respectively. Introductions were made. |        |
| 3       | <b>NOTICE AND QUORUM</b><br><br>Due notice of the meeting had been given and the meeting was quorate.                                                                                                           |        |
| 4       | <b>APOLOGIES FOR ABSENCE</b><br><br>Apologies for absence were received from R Blackburn and P Singh.                                                                                                           |        |
| 5       | <b>DECLARATIONS OF INTEREST</b><br><br>No interests were declared.                                                                                                                                              |        |

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| <b>6</b>   | <b>APPROVAL OF PREVIOUS MINUTES</b><br><br><b>RESOLVED:</b> The minutes of the meeting held on 11 June 2024 were approved as a correct record.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| <b>6.1</b> | <b>MATTERS ARISING NOT ON THE AGENDA</b><br><br>No matters were raised.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |
| <b>6.2</b> | <b>UPDATE ON AGREED ACTIONS</b><br><br><ol style="list-style-type: none"> <li>1. An update as to the number of students affected by the defunding of qualifications and the outcome of activities to support progression be reported to the next meeting. <b>Addressed in reforms paper at Item 7</b></li> <li>2. The 2024-25 Curriculum Plan be included on the Corporation Consent agenda for information. <b>Actioned</b></li> <li>3. Growth Strategy - the SWOT analysis to include (i) curriculum reform as a threat as well as an opportunity; and (ii) reference to the alignment of the Estates Strategy and growth in numbers. <b>Actioned</b></li> <li>4. Subject to 2 minor amendments to the SWOT analysis, the Growth Strategy is recommended for Corporation approval. <b>Actioned</b></li> <li>5. Future reports to make explicit reference to potential staffing skills gaps and CPD where appropriate. <b>Noted</b></li> <li>6. The amendments to the Terms of Reference be submitted to the Corporation for approval. <b>Actioned</b></li> <li>7. The Schedule of Business be amended as discussed and recommended for Corporation approval. <b>Actioned</b></li> </ol> |  |
| <b>7</b>   | <b>TECHNICAL QUALIFICATION REFORM UPDATE</b><br><br><ol style="list-style-type: none"> <li>7.1 P Hughes (PH) Vice Principal of Quality &amp; Student Experience presented a report which provided an update on the latest changes to technical education reforms and the potential impact on the college.</li> <li>7.2 In summary, the Committee were advised that the new Government had announced a 'pause and review' of Technical Education Reforms therefore, curriculum delivery for 2024/25 would not be affected.</li> <li>7.3 The review of post-16 qualification reforms at level 3 and below would be conducted, alongside the re-contracting of T Level qualifications to ensure their continued availability to learners and was expected to be completed by the end of 2024.</li> <li>7.4 To allow space for the review, the planned removal of 16 to 19 funding from qualifications in Construction and the Built Environment, Digital, Education and Early Years, and Health and Science, initially set for July 2024, was being</li> </ol>                                                                                                                               |  |

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|     | <p>paused. As a result, only one course would now be affected by the pause in defunding, namely the Advanced Technical Diploma in Electrical Installation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
| 7.5 | <p>Although the review was welcomed in principle, it was acknowledged that the lack of clarity on any potential changes until its completion in December 2024 created challenges in preparing the qualification offer for September 2025. As there was presently no long-term pause of the reforms from 2025/26 onwards plans were continuing in line with planned defunding.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |
| 7.6 | <p>As the review was ongoing, future implications could not be established at this stage. However, the position would continue to be monitored and appropriate actions put into place once the review was complete.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |    |
| 7.7 | <p>It was agreed that an update as to the outcome of the review and any implications for the College's curriculum offer would be scheduled for the meeting of the Committee in May 2025.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |
| 7.8 | <p><b>Action: An update on the outcomes of the Government's post-16 qualification review be brought to the Committee's meeting in May 2025.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | PH |
| 8   | <p><b>HE ACCESS PARTICIPATION PLAN &amp; PERFORMANCE (APP) UPDATE</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |
| 8.1 | <p>P Hughes (PH) Vice Principal of Quality &amp; Student Experience presented the Access and Participation Plan (APP), a strategic document required by the Office for Students (OfS), aimed at improving equality in higher education (HE).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    |
| 8.2 | <p>The Committee were advised that the APP had been submitted by the required deadline of 25 September 2024. An initial positive response had been received with one query received and responded to in relation to support and bursaries.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
| 8.3 | <p>In considering the report the following key points were noted:-</p> <ul style="list-style-type: none"> <li>• Achievement rates for higher education this year had shown significant improvement, with quality continuing to improve.</li> <li>• The government had announced its commitment to delivering the Lifelong Learning Entitlement (LLE) in the Autumn Budget Statement, but it's implementation was to be delayed until the 2026/27 academic year for learners studying courses starting on or after 1 January 2027.</li> <li>• In discussing the relatively low HE numbers, it was anticipated that Higher Technical Qualifications (HTQs) would be a more accessible and attractive HE offer and the advent of the LLE in January 2026 would allow the financial means for more students to access HE.</li> <li>• There was a need to respond to employer needs, particularly when new qualifications were introduced and to look at how the College could design its provision to be more flexible and responsive. September 2024 saw the launch of the college's first Higher Technical Qualification (HTQ) in Engineering, which was already proving popular with employers. Also</li> </ul> |    |

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|      | <p>planned for September 2025 and subject to validation were HTQs in Digital Technologies, Leadership and Management, International Travel and Tourism, Hospitality Management, Fashion and Textiles and Food and Drink Engineering.</p> <ul style="list-style-type: none"> <li>The Committee were optimistic about the potential for HTQs to increase the number of qualifications offered and emphasised the need for the College to build stronger links with the University in order to drive forward curriculum innovation conversations and create high level curriculum partnerships.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |    |
| 8.4  | <b>Action: The University to be approached as to the building of stronger links to drive forward curriculum innovation opportunities.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | HR |
| 8.5  | <b>RESOLVED: That the HE Access Participation Plan &amp; Performance be recommended to Corporation for information.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |    |
| 9    | <b>LOCAL SKILLS IMPROVEMENT PLAN &amp; FUND</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |    |
| 9.1  | H Rose (HR) Vice Principal of External Relations & Apprenticeships delivered a presentation which provided an update on Local Skills Improvement Plan (LSIP) and Local Skills Improvement Fund (LSIF).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |    |
| 9.2  | <p>In discussing the presentation, the following key points were noted:-</p> <ul style="list-style-type: none"> <li>The change of government had seen the creation of Skills England which would come on line in 2025. Whilst the LSIP and LSIF were still in the in current landscape there was currently no information as to post March 2025 which was when the current fund ran out.</li> <li>As of August 2024, 10 of the 23 priorities had been completed.</li> <li>The LSIF had been a positive development for further education. The College had led on the advanced manufacturing strand and the funds received had enabled the development of new and enhanced curriculum provision, which would not have been possible without the fund.</li> <li>It was noted that there were stringent reporting requirements as to the utilisation of the funding and monies had to be spent by March 2025.</li> <li>State of the art equipment purchased through the funds, such as the robotic arm and anatomage table were being used to drive further employer engagement and were also being featured in marketing and communication campaigns.</li> </ul> |    |
| 9.3  | <b>The Committee welcomed the information reported.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |    |
| 10   | <b>OPERATIONAL SKILLS HUB</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |
| 10.1 | L Buckley (LB) Vice Principal Curriculum & Performance, presented an update on proposals for the development of new collaborative training provisions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |

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|             | aimed at facilitating entry and career progression in the Groundworks, Civils, and Plant Operations sectors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| 10.2        | Members noted the progress and next steps outlined.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| <b>11</b>   | <b>BUSINESS DEVELOPMENT ACTIVITY UPDATE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| 11.1        | H Rose (HR) presented an update on business development activity, including the quarter one Apprenticeship start position, new employer partnerships, employer board activity and the plans for this year's employer survey.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| 11.2        | <p>The following key points were noted during discussion:-</p> <ul style="list-style-type: none"> <li>• Apprenticeship recruitment had been strong in quarter one with the prediction at this stage to achieve the planned target.</li> <li>• Employer Boards were successfully embedded across the curriculum and provided the opportunity to not only update employers on the College's offer but also to ensure curriculum development to meet the demands of the region.</li> <li>• The employer survey was due to be launched on 20 November 2024, with the aim of increasing participation rates by a minimum of 10%. It was noted that the survey would close on 20 December 2024, with results available for the next meeting of the Committee in February 2025.</li> <li>• Business development was seeing positive results with the appointment of a new Head of Apprenticeships and Business Development and a number of new employer relationships established. A recent internal audit of the function had provided strong assurance.</li> <li>• In response to a question as to employer engagement in developing the curriculum, a recent example of developing a stonework unit with the employer and awarding body was given. It was also anticipated that the forthcoming Self-Assessment Report would highlight the strength employer engagement.</li> </ul> |  |
| <b>11.3</b> | <b>The Committee welcomed the information reported.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |
| <b>12</b>   | <b>16-19 CURRICULUM UPDATE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |
| 12.1        | H Rose (HR) and L Buckley (LB) presented a report which provided updates on curriculum growth areas and provision at both Dewsbury Centres.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| 12.2        | <p>In considering the report, the following key points were noted:-</p> <ul style="list-style-type: none"> <li>• The curriculum offer had to be responsive to changes in both student preferences and regional labour market demands. An example of this was the phasing out of performing arts and redirection to another local provider.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

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|             | <ul style="list-style-type: none"> <li>The national demand for childcare was not reflected in enrolment numbers. This was an area that was being further explored to ensure that there were no additional actions that could be taken in this respect.</li> <li>It was noted that differences in growth and decline between Huddersfield and Dewsbury, particularly in ICT and Childcare, implied that local demand and student preference varied by location. It was noted that some research was currently being undertaken as to school participation in the Dewsbury area and that the findings would be brought to a future meeting of the Committee.</li> <li>Whilst there had been a decline in some areas there had been robust growth in others, such as construction trades at Brunel. Whilst this was positive news, it did bring risks particularly in relation to accommodation and the Executive Leadership Team were discussing and exploring strategies for the next 2-3 years.</li> <li>Another area of significant growth were the vocational and Xplorer pathways designed for students who may be unsure of their career direction, lack necessary entry grades, or have attendance challenges. The Vocational Pathways programme provided a supportive entry point and the exceptional growth reflected the programme's effectiveness in accommodating diverse needs and preparing students for other pathways.</li> <li>In discussing demographic pressures and future needs and demand, it was agreed that closer working with the local authority would enhance medium to long term strategic planning. PH agreed to take this forward.</li> </ul> |                                   |
| <b>12.3</b> | <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li><b>An update on the Dewsbury school research to brought to a future committee; and</b></li> <li><b>Discussions to take place with the local authority as to long term strategic planning to meet future needs and demands.</b></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p><b>HR</b></p> <p><b>PH</b></p> |
| <b>13</b>   | <p><b>PUBLICATION OF AGENDA PAPERS</b></p> <p><b>RESOLVED:</b> In addition to the items marked confidential on the meeting agenda, it was agreed that the business development activity update would not be published.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                   |
|             | <p>There being no further business, the Chair declared the meeting closed at 1700.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                   |

| AGREED ACTIONS |     |                                                                                                                            |      |              |
|----------------|-----|----------------------------------------------------------------------------------------------------------------------------|------|--------------|
|                | Who | Action                                                                                                                     | Min  | By           |
| 1              | PH  | An update on the outcomes of the Government's post-16 qualification review to be brought to the meeting in May 2025.       | 7.7  | May 2025     |
| 2              | HR  | The University to be approached as to the building of stronger links to drive forward curriculum innovation opportunities. | 8.3  | Next meeting |
| 3              | HR  | An update on the Dewsbury school research to brought to a future committee.                                                | 12.3 | Next meeting |
| 4              | PH  | Discussions to take place with the local authority as to long term strategic planning to meet future needs and demands.    | 12.3 | Next meeting |

| ITEMS OF REPORT TO THE CORPORATION |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |
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|                                    | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Min    |
| 1                                  | <p>Corporation are asked to note that the new Government has announced a 'pause and review' of Technical Education Reforms, which means that curriculum delivery for 2024/25 will not be affected. A review of post-16 qualification reforms at level 3 and below has been commissioned and is expected to be completed by the end of 2024.</p> <p>To allow space for the review, the planned de-funding of a number of 16-19 qualifications, initially set for July 2024, has been paused. Only one college programme remains affected by the pause in defunding, namely the Advanced Technical Diploma in Electrical Installation.</p> <p>Although the Committee welcomes the review in principle, the lack of clarity on any potential changes until its completion in December 2024 creates challenges in preparing the qualification offer for September 2025. The Committee is assured that the position is being proactively monitored and that appropriate actions will be put into place once the review is complete. An update on the outcomes of the Government's post-16 qualification review will be considered by Committee at its' meeting in May 2025.</p> | Item 7 |
| 2                                  | <p>Corporation are asked to note that the HE Access Participation Plan &amp; Performance Update, included in the Consent agenda, has been submitted to the Office for Students to meet the statutory deadline.</p> <p>In discussing the relatively low HE numbers, the Committee recognised the potential for Higher Technical Qualifications to provide a more accessible and attractive HE offer and this, alongside the advent of the Liflong Learning Entitlement should allow the financial means for more students to access HE.</p> <p>Given these developments, the Committee emphasised the need to build stronger links with the University in order to drive forward curriculum innovation conversations and create high level curriculum partnerships.</p>                                                                                                                                                                                                                                                                                                                                                                                                     | Item 8 |

| ITEMS OF REPORT TO THE CORPORATION |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
|                                    | Details                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Min     |
| 3                                  | Corporation are advised that whilst the Local Skills Improvement Plan (LSIP) and Local Skills Improvement Fund (LSIF) remain within the current landscape, there is currently no information as to plans post March 2025 when the current fund ends.                                                                                                                                                                                                                           | Item 9  |
| 4                                  | The Committee welcomed proposals for the development of new collaborative training provisions aimed at facilitating entry and career progression in the Groundworks, Civils, and Plant Operations sectors.                                                                                                                                                                                                                                                                     | Item 10 |
| 5                                  | The Committee is able to provide assurance that proactive business development activity is being undertaken which is reflected in strong apprenticeship recruitment, the establishment of a number of new employer relationships established, as well as a recent internal audit of the function which provided strong assurance findings.                                                                                                                                     | Item 11 |
| 6                                  | <p>The Committee reviewed curriculum growth areas and provision at both Dewsbury Centres noting that differences in growth and decline between Huddersfield and Dewsbury, particularly in ICT and Childcare, implied that local demand and student preference varied by location.</p> <p>In discussing demographic pressures and future needs and demand, it was agreed that closer working with the local authority would enhance medium to long term strategic planning.</p> | Item 12 |