



Confirmed Minutes

Present Ms L Summers (Chair), Mr J Dawson, Mr A Nelson, Ms K Fleming, Ms H Haigh,
Mr S Buckley, Mr K Webb, Ms L Swinden, Mr J Hood, Ms P McGuire and Ms M
Boryslawskij, Ms A Thompson, Ms R Drury, Ms A Williams (93%
attendance)

In attendance: Mr A Shaw, Mr P Kennedy

Clerk Mrs C Coupland

1. Apologies for Absence/ Declaration of Interest

Apologies were received from Mr A Nelson.

There were no declarations of interest.

Mr Buckley was welcomed to his first corporation meeting as Student Governor; introductions were made.

2. Minutes from Meeting held on 5th April 2017

Resolved:

- That these be accepted as a true record of the meeting.
- The Corporation thanked Ms Haigh for taking the minutes of the last meeting in the Clerk's absence.

3. Matters arising

There were no formal matters arising; however information updates were provided on:

Building Resilience:

Ms Williams confirmed that she had attended the SFCA event 'Standing Alone, Working Together' which took place on 10th May 2017.

Horizon Scanning:

Kirklees Learning Summit:

Ms Summers explained that the planned collaborative horizon scanning session between the three colleges and the Local Authority had been cancelled to enable the Kirklees Education Summit and Kirklees Partnership Events to take place instead which focussed on broader local issues and also included all schools. Ms Summers and Ms Williams attended these meetings and noted that a major initiative for the Council are the Community Hubs. It was understood that these to date have been school led (all but 2 schools in Kirklees are apparently part of a Community Hub), and vary in terms of levels of maturity and effectiveness, but the Council believe they can make a significant difference to people's lives

in Kirklees via these Hubs and have asked for all education providers to think how they might get involved with Community Hubs going forward.

Ms Summers reminded governors that HNC are already part of the Aspire Co-operative Learning Trust led by Royds Hall High School and they head up a Community Hub. Indirectly therefore HNC are already supporting one of the Hubs by supporting the work of the Aspire Trust, however Tracey Bodle (Schools as Community Hubs Programme Manager) from Kirklees Council has agreed to meet with interested Governors and the Senior Leadership Team at HNC to provide more information on the development of Hubs across Kirklees and how HNC (if possible/manageable/desirable) could have any further meaningful involvement with the Hubs.

The Clerk is to organise this meeting and shall inform Governors of the date and time once finalised.

Kirklees 16-19 Collaborative Learning Trust:

Ms Summers confirmed that the three colleges met on 30th June 2017. The meeting was intended to set the priorities of work going forward for 2017/18. However discussions focused more on providing background information on the Collaborative Trust to the new Principal and the new Chair of Kirklees College. A further meeting is therefore needed to provide the opportunity for Chairs and Principals to collectively reflect on progress made to date and to determine priority work streams going forward for the next academic year. Ms Summers welcomed views from all Governors on what they believe should be the key Trust Objectives to focus on during 2017/18. Ms Summers asked for any comments or thoughts to be provided to the Clerk. Mr Webb took this opportunity to inform the Corporation that he attended the collaborative CPD event held at the University on 19th June 2017. Mr Webb was of the opinion that it was a worthwhile day and an encouraging start to joint events for it seemed to be well received by all staff from the three different colleges. The evaluation report will be circulated to all Governors once completed by Kirklees College.

Ms Summers also informed Governors that a further meeting is to take place on 7th July 2017 between the three colleges and Mr Green (Deputy Assistant Director – Skills, Progression and Enterprise for Kirklees Council) to discuss the Kirklees Strategic Needs Analysis 2017 and the Kirklees Skills Strategy 2017 – 2020.

4. Strategic Plan 2017 – 2020 : One Step Beyond

Ms Williams acknowledged that the Corporation have been involved with the Senior Leadership Team in a fundamental review of the College's Strategic Plan following:

- the Area Based Review process to July 2016 and the decision of the Corporation for the College to remain an independent Sixth Form College
- the College's Outstanding Inspection in April 2016 and the Corporation's intent to ensure that the College remains fit for purpose as a resilient and outstanding college.

The Strategic Plan has been viewed in draft form twice by the Corporation to date. Ms Williams also informed Governors that it has been presented to the Professional Associations and to staff for feedback. Ms Summers also attended the meeting when it was presented to staff, and provided a brief perspective from the Corporation. All feedback from these different stakeholder groups has led to the final draft presented to the Corporation for approval.

Governors agreed that the final draft of the Strategic plan has clearly and concisely captured the essence of discussions to date. It was also agreed that the vision, mission and values (and behaviours) affirms what HNC stands for today and what the college aspires to achieve in the next three years.

Ms Williams also presented the proposed Outcomes targets for 2017-19, which shall form the Appendix to the Strategic Plan. The targets reflect the best estimate of the impact which the various changes to course content and assessment may have on outcomes. Whilst acknowledging that this therefore represented a drop in target outcomes in most cases, the Corporation was satisfied that this kept the targets realistic and still presents appropriate stretch and challenge. Given the uncertainties of the current environment, the Corporation agreed that it would be sensible to review the targets once actual 2017 outcomes were known.

Ms Williams explained that the Quality Strategy was submitted also for Corporation approval. The Quality Strategy is the approach and shared focus for all work to realise the 2020 Vision.

The Quality Assurance Policy and Quality Improvement Procedures were also shared with Governors to demonstrate how the College is to ensure that the Quality Strategy is to be implemented effectively. The Corporation was satisfied with the information presented and were of the opinion that the quality and planning cycles secure the continuous improvement in standards of provision and will provide a flow of information and data sufficient to enable Governors, Senior Leadership and Managers to continuously monitor performance and to set targets for improvement.

Resolved:

- **That the Strategic Plan 2017 - 2020 be approved**
- **That the Outcome Targets in the Strategic Plan be revisited and, if necessary, amended once 2017 outcomes are known.**
- **That the Quality Strategy be approved**
- **That the Quality Assurance Policy and Quality Improvement Procedures be approved**

5. Annual Budget 2016/17 & Financial Forecast

Mr Shaw presented the 2 year financial forecast and drew governor attention to the major assumptions underlying its formulation.

Mr Shaw explained that the main driver is the allowance for student numbers to be funded at 2348 for 2017-18 (being the 'lagged' actual numbers for 2016-17) with enrolled students to be maintained at this level thereafter ensuring a mix of students at 40% on mainly academic subjects and the balancing 60% on vocational courses, together with around 90% of students studying level 3 courses, 10% level 2 courses and other level 1 and level 4/5 courses. Governors agreed that with the buoyancy of student applications for 2017-18, student numbers enrolment estimate for next year should remain at the funded number of 2348, rather than the minimum figure of 2276 as contemplated earlier with the demographic low point for the year.

Members were also satisfied that the other key assumptions for the forecast period are driven to meet the agreed financial parameters of maintaining £2.1million cash, expenditure to not exceed income for any year and to maintain 'outstanding' financial health.

Mr Shaw confirmed that the financial commentary on the salient features continues to be set to the ESFAs Financial Planning Checklist. The Governors were also of the opinion that the detailed explanations of the assumptions underpinning the financial plan had enabled them to take an informed view about the reasonableness of the forecast and approve with confidence.

From the robust discussion had, the Corporation endorsed the major assumptions underlying the formulation of the financial forecast.

Resolved:

- **To Approve the 2 year financial forecast 2017-19 for forwarding onto the ESFA by 31 July 2017**
- **To assess the financial health of the College as 'Outstanding'**
- **To Approve the annual budget for 2016-17, with:**

income	£11,248k
Expenditure	<u>£11,155k</u>
Operating Surplus	£93k

Capital expenditure £825k (with £nil capital support)

6. Corporate report

Ms Williams presented the Senior Leadership Team report to the Corporation. Comprehensive updates were provided on key areas of the college and its performance to date against key performance indicators in particular:

Performance Update / Entry Criteria:

Ms Williams briefed Governors on the National Achievement Rate Tables (NART). Consideration was given to the Colleges Achievement Rate and Pass Rate. All present agreed that the NART read well for HNC, especially if ranked by Pass Rate at Level 3 Performance. All present agreed that there is however the difficulty of genuinely comparing Level 3 Performance between Colleges in 2016 given the introduction of linear A levels.

In addition, Ms Williams also presented, for approval, the proposed General Entry Criteria and Curriculum offer for 2018/19. Governors felt assured that the revised entry requirements had not shown to be excluding students thus remaining true to the college's mission to remain inclusive.

The Corporation noted the amendments that had been made to the Admissions Policy for 2018 entry.

Staffing Update:

Ms Williams provided the Corporation with an updated headline organisational structure for 2017/18. Governors were made aware that a succession plan for the Senior Leadership Team to accompany the 3 year strategic plan is currently being developed and will be presented to the Corporation when completed.

Student and other stakeholder Views:

The Corporation welcomed the opportunity to review the outcomes of all stakeholder surveys. It was agreed that the outcomes of all surveys will feed directly into both Curriculum and Cross College self-assessment processes and will inform self assessment reports and most importantly quality improvement plans for 2017-18. Ms Williams explained that the Staff Perception Survey is conducted on a two year cycle and will therefore be repeated in 2018.

It was noted that the student perception survey attracted 1207 responses and was exceptionally positive. The Corporation was also particularly satisfied to see that 94 % of parents would recommend HNC to family and friends. Ms Williams explained that the suggested improvements from parents – taken directly from parental contribution to survey – were anonymous ; The Corporation asked for mechanisms to be put in place next year for parents to be able to identify themselves to the college should they wish for their issues and suggestions to be addressed.

A summary analysis of the 17 complaints received during 2016/17 was presented to the corporation. Governors were of the opinion that all complaints were dealt with to the satisfaction of all parties and no formal appeals were received. Governors were satisfied that the analysis of the complaints indicated no significant recurring themes.

College Initiatives:

The two year Level 5 Foundation Degree in Sport is to commence in September 2017, 28 students have chosen this Foundation Degree through UCAS. It will be accredited by the University of Central Lancashire.

Governors were also reminded that they are able to receive college alerts on events and news via social media – twitter / facebook

Resolved:

- **That the report be received**
- **That the General Entry Requirements for 2018/19 be approved.**

7. Board Assurance Reviews:

i) Failure to anticipate and/or respond quickly to the rapidly changing external environment in the post 16 sector.(reform of curriculum and assessment in 16-19 education and the consequences of KS4 reform)

ii) Failure to maintain quality of student experience

The Governors thanked Mr Kennedy for the comprehensive assurance reports and helpful commentaries. After a full discussion the Corporation was satisfied that the actions being taken by the college to mitigate against the risks were robust and effective. The Corporation was also confident in the

different levels of assurances identified within the BAF for each of the separate risks. Governors therefore agreed that an overall green assurance level shall be assigned to both risks.

Resolved:

- **To assign Green overall assurance to each of the risks**
- **For the Clerk to update the Master BAF**

8. Student Voice 'What's on top' (Scott Buckley)

Mr Buckley presented his report to the Corporation which drew attention to the Union's activities to date. Mr Buckley explained to Governors that from September 2017 the Executive intends to develop closer links with the Equality and Diversity Group by working collaboratively on a cultural awareness week full of different activities for students to get involved with.

Mr Buckley informed the Corporation that one key area raised with the Union Executive is that students would welcome more recycle bins around the campus. Ms Williams agreed to feed this back to the Estates Team.

Resolved:

- **That the report be received.**

9. Link Governor Updates

Til Wright – Safeguarding & Prevent

Ms Wright offered assurance to Governors that there are appropriate policies and procedures in place for Safeguarding and Prevent and that all concerns raised to date have been dealt with efficiently and appropriately. A full Prevent Update will be presented by senior leaders at the Corporation meeting scheduled for November when the annual reports are to be received.

Ms Wright also advised Governors that the College is organising PREVENT Wrap 3 training for the Corporation. The clerk will advise of dates in due course.

Angela Thompson – Equality, Diversity and Inclusion (EDI)

Ms Thompson informed the corporation that she had attended the Equality and Diversity Strategy Planning Day on 30th June 2017. Ms Thompson comprehensively briefed Governors on the outcome of this meeting and the initiatives to be taken forward to ensure that EDI responsibilities as required by law and as recommended by best practice continue to be fully embedded within the college.

Resolved:

- **That the Updates be received.**

10. Search & Governance Committee (Meeting held on 6th June 2017)

Chair : Ms Linda Summers

Ms Summers briefed Governors on the business of the Committee. Particular attention was given to the outcomes of the annual reviews of Governance policies and procedures. The Corporation duly approved the amendments proposed for the Standing Orders and Governors Code of Conduct.

Ms Summers informed the Corporation that the Committee, at its last meeting, approved a Competency Framework for Governance as the basis for a combined approach to the annual skills audit / self assessment review. The Committee has agreed for the questionnaire to be piloted this year; on the understanding that further amendments may be required for future submission, post analysis of the results and feedback from Governors.

Resolved:

- **That the minutes be received**

- That the changes proposed to the Corporation's Standing Orders and Governors code of conduct be approved.
- For all Governors to return signed copies of the Code of Conduct to the Clerk
- For all governors to complete the Competency Framework / Governance self-assessment, as issued by the Clerk.

11. Audit Committee (Meeting held on 13th June 2017)

Chair: Mr Antony Nelson

In the absence of Mr Nelson, Mr Webb briefed Governors on the business of the Audit Committee.

Mr Webb informed the Corporation that the Committee had received an updated Board Assurance Framework for 2017/18 where the risks have been mapped against the new strategic aims. Members of the Committee also received and reviewed an updated reporting template, with a focus on maximising assurance whilst minimising the amount of work needed both to write and read them. The Committee welcomed the updates having reinforced the need to ensure that mitigating actions are appropriately captured in the reports. A fully updated BAF is to be presented at the next committee meeting for the committee (and in turn the Board) to be assured that strategic risks are being appropriately recorded and managed.

The Committee also received Internal audit reports on Payroll Arrangements and Quality Assurance Arrangements. In both cases the auditors confirmed that the Board can have substantial assurance in the arrangements in place. It is a testament to the excellent work across the college that the internal auditors were unable to find any area within which to make any recommendations.

Resolved:

- That the minutes be received.

12. Finance & Resources Committee (Meeting held 19th June 2017)

Chair: Mr Jonathan Dawson

Mr Dawson briefed Governors on the additional matters considered at the Finance & Resources Committee meeting. Particular attention was given to the outcomes of the annual reviews of college policies and procedures – Governors were asked to note that there were no proposed changes to the Colleges Financial Regulations.

Resolved:

- That the minutes be received

13. Meeting schedule 2017/18 and Agenda Planner 2017/18

The Meeting Schedule and Outline Agenda Plans for 2017/18 were presented for approval.

The Corporation agreed to re-instate the departmental presentations to precede all corporation meetings for 2017/18. All Governors agreed to attend for a 5pm start for staff to present, allowing the business meeting to start promptly at 5.30pm.

Resolved:

- To approve the Schedule and Agenda Planner 2017/18
- For the Clerk to organise departmental presentations to take place immediately before each corporation meeting.

14. Any other Business.

ESFA Survey:

Mr Shaw explained that following on from the Grenfell Tower disaster last month, all schools and colleges were asked to complete a survey by 4 July on types of cladding used on higher rise (4 storeys or above) buildings, together with fire risk processes.

Mr Shaw confirmed that he and Mr Hirst, the Estates Director, obtained information from architects AHR that the cladding used on our buildings is not like the Polyethylene cored panels used on the Grenfell Tower, but is 'insurance industry approved and certificated PIR core insulated panels within real fire situations'. Mr Hirst has also confirmed that fire risk assessments and procedures are up to date. The Education Skills Funding Agency survey was completed and submitted by 3 July 2017.

Governors asked Mr Shaw whether the new works, specifically insulation of the new roof, had also been considered and assessed. Mr Shaw confirmed that all works and renovation had been included.

Correspondence:

Ms Summers informed Governors that she had received an enquiry from a previous member of staff on whether the college operates staff selection and recruitment procedures which comply with the College's Equal Opportunities Policy and Staff Recruitment and Selection Policy.

Ms Summers advised Governors of the terms of her response. The Corporation duly agreed with the response given.

Resolved:

- **That the report be received.**

15. Learner Impact Reflection

The impact of discussion and scrutiny of the Corporation's work in improving the outcomes and experience for all learners was considered and the following agreed.

- **Assurance received that the college continues to provide a welcoming, safe and supportive environment for all students to develop personally and academically.**
- **Assurance that the college is maintaining strong financial procedures to ensure funding is allocated to the most appropriate areas, to maximise the student learning, experience and outcomes in a reducing funding external environment.**
- **Ability to financially support all elements of the Strategic Plan for the College, potentially impacting on all areas of student learning, experience and outcome**
- **An informed Board of Governors is effective in its scrutiny, challenge and support of the senior leadership team thus ensuring positive outcomes and progress for all students**
- **To continue to ensure that the college and the corporation publishes accurate and honest information about its activities and processes – this is particularly important in relation to information for parents, students and employers**
- **The annual review of all Governance policies ensures the effective running of the Corporation and that of its committees and Governors ability to confidently provide oversight and scrutiny of the college and of its governing activities**
- **The corporation is committed to ensuring the effective control and due diligence takes place and that systems of delegation and accountability are in place.**
- **The Board continues to conduct its affairs as openly and as transparently as possible**
- **The Strategic plan identifies the key strategic objectives and priorities for further development that will ensure that students continue to have an outstanding education and experience at college.**

16. Determination of confidentiality

No items were deemed to be confidential.

17. Date of next meeting: 12th October 2017 at 5.30pm