**LUMINATE EDUCATION GROUP**

|  |
| --- |
| **MINUTES OF THE MEETING OF THE**  **KEIGHLEY COLLEGE BOARD**  **HELD ON WEDNESDAY 23 NOVEMBER 2022** |

**Present**

Nimra Abid (Part 1 only) Student Member

Colin Booth Group CEO

Chris Cuthell Co-optee

Matt Findull (up to item 18) Co-optee

Caroline Firth (up to item 13) Co-optee

Kate Gledhill Co-optee

Ian Hargreaves Co-optee

Jon Skurr (up to item 9) Co-optee

David Yates (Chair) Governor

The quorum for the meeting was three members (including at least one governor).

**In Attendance**

Philip Brewster (up to item 19) Senior Finance Business Partner

Melanie Halstead Director of Governance

Sarah Marquez (up to item 15) Interim Dean of HE

Kevin O’hare (up to item 19) Principal, Keighley College

Gemma Simmons-Blench (up to item 19) Deputy CEO Curriculum & Quality

David Warren (up to item 9) Group Vice Principal, Development

The meeting took place via Microsoft Teams and started at 4pm with a one minute silence to mark the recent passing of a Keighley College student.

**PART 1 - MEETING ADMINISTRATION AND GOVERNANCE**

**1. Welcome and Apologies for Absence**

Nimra Abid and Chris Cuthell were welcomed to their first meeting of the Keighley College Board and introductions were made. Apologies for absence were received from Jamie Sunter (Staff Member) and Bill Jones (Deputy CEO & Executive Principal, Leeds City College).

**2. Determination of Observers/Attendees at the Meeting**

The board agreed attendees/observers at the meeting as per the above attendance list.

**3. Declaration of Interests in Agenda Items**

Board members were reminded of the requirement to declare their interest in any agenda items. There were none specific to the agenda for this meeting but the standing declarations as per the register of board members’ interests were noted.

**4.**  **Minutes of the Meeting held on 29 June 2022 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held in June and the rolling list of actions/matters arising from previous meetings. With regard to the latter, members were satisfied that all identified items had been or were on schedule to be completed.

RESOLVED:

That the minutes of the meeting of the board held on 29 June 2022 be approved as an accurate record and signed by the Chair.

**5. Communications**

New Collaborative Learning Trust

The board spent time discussing New Collaborative Learning Trust’s plans to create a new sixth form in Keighley and received a copy of a letter sent to the DfE by local schools and colleges, including Keighley College. It was noted that the proposed new sixth form was a cause for concern among local schools as it duplicated the A Level offer already available within the existing school sixth forms, which was soon to be complemented with Keighley College’s new A Level provision from September 2023.

The plans for a new sixth form had not been effectively consulted on or discussed with existing education providers and market insight showed that there was not a demand for A Levels on the proposed scale; board members were therefore unclear what had informed the proposal. The board felt strongly that the focus in Keighley should be on investing in and improving what was already available to young people in the area, with a particular emphasis on T Levels, and supported the action taken by the college in response to the proposals.

Link Governors

Several board members provided feedback from recent engagement with the college in their capacity as link governors. The areas covered included Teaching & Learning and Quality Improvement, SEND, IAG and HR. With regard to the latter, the link governor reported that she had followed up on the results of the staff survey and, whilst being satisfied that good progress was being made, highlighted that there was still some work to do. The SEND link governor planned to visit the college again in January to review data and case studies demonstrating the impact of the interventions put in place.

Feedback from Group Board

The Chair and CEO provided feedback from meetings of the Group Board held in July and October 2022, with the following key points being highlighted:

* New strategic risks relating to (1) the rise in overall inflation impacting adversely on the group’s People and Property strategies and (2) potential industrial unrest as a result of the cost of living crisis and the group’s ability to respond sufficiently.
* Implementation of the AoC (Association of Colleges) recommended pay award of 2.5% from 1 December 2022 for the main FE colleges & services pay scale and non-consolidated payments for staff on salaries less than £60k.
* Group strategic priorities for 2022/23.
* 2022/23 operating budget and three year financial plan.
* Luminate Education Group’s intended withdrawal as sponsor of White Rose Academies Trust.
* Updating of the FE colleges’ Safeguarding Children and Adults Policy for 2022/23 (available to board members via the governance portal).
* Governors’ role in curriculum reviews and LSIPs (Learning and Skills Improvement Plans).

**6. Review of Terms of Reference, Annual Reporting Schedule and Board Effectiveness**

The board reaffirmed its terms of reference and agreed its annual reporting schedule for 2022/23. The Chair reported that a review of board effectiveness was underway in line with other boards and committees within the Luminate Group; a report summarising the outcomes of the review would be presented at the next meeting.

**7. Link Governor Arrangements for 2022/23**

Having reviewed the arrangements in place including purpose, associated protocols, and the need for a level of continuity, the board agreed to continue with its current link governor arrangements for the remainder of 2022/23. It was emphasised that the relevant members of staff within the college were responsible for arranging visits with their respective link governor(s).

**PART 2 - STRATEGY AND POLICY**

**8. Keighley Towns Fund and Levelling Up Fund Projects**

Board members were updated on the current status of each project and discussed the rationale and need for the additional facilities in the context of reducing student numbers in some areas. The group governance/approval process and Keighley College Board’s role in that process was also discussed. Members suggested that the projects be added to the college’s risk register, highlighting reputational risks in particular; the Principal undertook to consider this for the next iteration of the risk register.

**9. Curriculum Reviews, Local Skills Improvement Plans (LSIPs) and the new Ofsted Framework**

Board members discussed the new requirements arising from the Skills for Jobs White Paper and subsequent Skills and Post-16 Education Act 2022 in relation to reviewing how well the education or training provided by the institution meets local needs. Members were also briefed on the proposal to create a Luminate Employer Board, subject sector area employer scrutiny groups and enhancement of the group’s LMI function. The Deputy CEO Curriculum & Quality went on to brief board members on the new Ofsted framework and how this linked to these new requirements on governing bodies. It was agreed to return to this whole topic as a key focus for discussion at the board’s away day in the new year.

**10. Values and Strategic Priorities 2023-2025**

In considering the college’s proposed values board members commented that, in terms of communications and branding, ‘kind’ and caring’ were the same and explored with the Principal how they would be differentiated. Following this discussion, it was suggested that the word ‘safe’ be used instead and the Principal undertook to give this further thought.

Work on the refresh of Keighley College’s Strategic Plan and Strategic Priorities remained ongoing and the Principal was tasked with presenting a final version for discussion/approval at the board’s away day in February 2023.

**PART 3 – PERFORMANCE MONITORING AND SCRUTINY**

**11. Student Recruitment 2022/23**

The following student numbers were reported:

|  |  |  |
| --- | --- | --- |
| Provision Type | 2021/22 | 2022/23 |
| 16-19 | 736 | 704 |
| Adults | 861 | 755 (recruitment ongoing) |
| Apprentices | 432 | 388 (recruitment ongoing) |
| 14-16 | 36 | 18 |

In response to questions from board members, the Principal confirmed that it had been a conscious decision to reduce the 14-16 cohort and talked the board through the rationale for this decision which included risks around capacity, finance and safeguarding. Board members were interested to know whether the other decreases were due to a reduced need/demand or Keighley College losing students to other colleges. The Principal advised that the insight team was currently providing some analysis of market share and undertook to share this with the board when available. Board members also asked whether the decrease in numbers reflected the bottom of the curve post pandemic or the new normal. The Principal advised that the numbers represented the bottom of the curve and members followed up by asking whether any increase in numbers the following year could be resourced. This was confirmed by the Principal who was confident of the college’s ability to scale up as and when necessary.

**12a. Student Outcomes 2021/22**

The board had spent time at its previous meeting considering predicted student outcomes and was now provided with final outcomes for 2021/22.

Overall retention at 88% was noted to be below the National Rate of 92.9%. Achievement for learners of all ages was below target but 4% points above the previous year. The achievement for young learners and Adults also demonstrated improvement but remained below National Rate.

The board focused on those areas which had performed poorly against benchmark, those being Plumbing, Construction, Bricklaying and Business. These were notable due to the reliance on variable hour staff as a result of an inability to recruit permanent staff to the specialist curriculum areas. Overall achievement increased by 8.1% to 80.2% for High Needs learners, demonstrating the impact of support provided by the college.

The college’s apprenticeship achievement rate at 59% was below target but remained higher than the national rate of 51.8%. In response to a question from the board, it was reported that low achievement rates at Keighley College could be attributed to the continued impact of Covid-19, breaks in learning and delays with End Point Assessments. A significant number of apprentices rolled over into 2022/23.

Value Added showed a decline in Applied Generals whilst Technical Levels demonstrated an increase in Value Added, remaining comparable with 2020/21. It was acknowledged that disruption to learning in 2020/21 and the impact of lost learning meant that learners had not made the predicted progress from their start points.

**12b. Self-Assessment Report and Quality Improvement Plan**

The board discussed the key components of the Keighley College Self-Assessment Report for 2021/22, which has been completed and internally validated in line with organisational processes and aligned to the Ofsted framework. The following judgements were agreed:

|  |  |  |
| --- | --- | --- |
| Judgement | 2020/21 | 2021/22 |
| Overall Effectiveness | 4 | 3 |
| Quality of Education | 4 | 3 |
| Behaviour and Attitudes | 3 | 3 |
| Personal Development | 3 | 3 |
| Leadership and Management | 4 | 3 |
| Programmes for Young People | 4 | 3 |
| Adult Learning Programmes | 4 | 3 |
| Apprenticeships | 3 | 4 |
| Provision for Learners with High Needs | 4 | 3 |

The following areas for improvement were discussed:

* Identify the starting points of learners aged 16 to 18 on GCSE English and Mathematics courses more accurately so that tutors can plan and teach curriculum content that enables these learners to develop substantial new knowledge, skills and behaviours.
* Ensure that tutors who work with learners with high needs set targets that are consistently specific and enable all these learners to progress quickly against identified areas for development. Increase attendance in the subjects where it is too low.
* Leaders and managers should continue to focus on making rapid and consistent improvement in learners’ achievements.
* Leaders and managers should assess the quality of teaching, learning and assessment more realistically and take action to address the key areas for improvement.
* Increase attendance in the subjects where it is too low, specifically English and Maths.
* Develop effective links with employers so that they are fully involved in the planning of on-the-job training by ensuring that managers provide more rigorous scrutiny of the progress that apprentices make in the development of their knowledge, skills and behaviours.

It was confirmed that actions to drive the necessary improvements had been included in the college’s Quality Improvement Plan (QIP) for 2022/23. As part of this discussion, the board confirmed its agreement to the Rapid Improvement Plan that was in place and monitored throughout 2021/22 being closed down, with those actions not yet fully implemented being added to the 2022/23 QIP.

RESOLVED:

To approve the college’s 2021/22 self-assessment and quality improvement plan for 2022/23.

**13. Quality and Financial Performance Targets**

The college’s proposed quality and financial targets for 2022/23 were reviewed and the board agreed to recommend them for inclusion in the Group Strategic and Operational Development Plan for 2022/23. However, members did question why the employer satisfaction target was lower than the previous year’s achievement. The Deputy CEO Curriculum & Quality advised that the target was felt to be realistic and reflected the additional challenges, particularly around apprenticeship provision, which were likely to impact on levels of satisfaction amongst employers.

Board members recognised that the quality targets were designed to ensure that the college achieved a grade 2 self-assessment in 2022/23 and the financial targets were consistent with the budget previously agreed by the board.

RESOLVED:

That the college’s quality and financial performance targets for 2022/23 be approved and recommended for inclusion in the Group Strategic and Operational Development Plan.

**14. Higher Education (HE) Update and Performance Report**

The Dean of HE updated the board on student retention and achievement. It was reported that low recruitment in 2021/22 had resulted in the Health and Wellbeing programme not running at Level 4 and the Supporting Teaching and Learning programme running on very small numbers. However, retention remained high across the programmes, with a slight dip on Health and Wellbeing Level 5. The Dean of HE advised that students on Health and Wellbeing programmes were amongst the groups most affected by the Covid-19 pandemic, with a large proportion of students having family commitments interrupting their study, and/or being employed in the health sector, therefore dealing with a wide range of competing demands in their personal/work lives. Board members noted that achievement remained a concern across both of the full-time programmes and, when considered in conjunction with the most recent NSS (National Student Survey) data, agreed that this warranted a consideration of student support mechanisms.

In considering 2022/23 student recruitment, the board noted that the introduction of the newly developed Assistant Practitioner (Healthcare) programme had reduced recruitment to the Health and Wellbeing programme, resulting in its suspension. In addition, Engineering continued to be a concern, with no students recruited in September.

The board felt strongly that the growth of HE provision was key to raising aspirations in Keighley and therefore agreed to have a more detailed discussion on this topic as part of its next away day.

**15. Business User Survey Results**

This agenda item was deferred to the next meeting.

**PART 4 - RISK MANAGEMENT AND FINANCE**

**16. Risk Management**

The Principal introduced the annual risk management report for 2021/22. The board was satisfied that some progress had been made in mitigating the risks throughout the year and agreed the report for presentation to the Audit Committee.

# In reviewing the current iteration of the college’s risk register, the board agreed that the college’s failure to secure a grade 2 in the self-assessment for 2021/22 and the continuing challenges around apprenticeship provision required risks around reputation and quality processes to be returned to the register. Growth in student numbers and the recruitment of specialist teaching staff were highlighted as severe risks to Keighley College, with continued focus needed in the areas of marketing, forecasting and attraction strategies for potential staff.

RESOLVED:

1. To approve the risk management annual report for 2021/22 and that this be presented to the Audit Committee to inform its annual opinion on the group’s risk management arrangements.
2. To approve the latest iteration of the 2022/23 risk register, as presented.

**17. Finance**

The EBITDA position at the end of 2021/22 was close to target (£904k against a target of £956k). In considering the financial position for the first three months of the current financial year, board members queried the EBITDA position as this represented an adverse performance against budget. It was reported that this was the net result of income being below budget by £994k, offset by an underspend of £220k against expenditure. The board also discussed the likely impact of rising energy prices and were informed that group wide modelling was being carried out.

The finance link governor undertook to explore the budget variances with the Principal and Senior Finance Business Partner, with a focus on the accuracy of forecasting.

**PART 5 - ASSURANCE REPORTS**

**18. Annual Assurance Reports 2021/22**

The board received a series of reports which provided assurance as to how the college continued to comply with its statutory duties in the following areas:

1. Safeguarding and Prevent
2. Health and Safety
3. Special Education Needs and Disabilities
4. Human Resources and Organisational Development

It was confirmed that the Equality and Diversity Annual Assurance Report would be presented to the board in January.

**PART 6 - CONFIDENTIAL BUSINESS**

**19. Keighley College Principal – Pay Review**

Separate confidential minutes refer.

The meeting closed at 7.19pm

Signed: ……………………………………. (Chair) Date: …………………………