**LUMINATE EDUCATION GROUP**

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| **MINUTES OF THE MEETING OF THE**  **KEIGHLEY COLLEGE BOARD**  **HELD ON WEDNESDAY 25 JANUARY 2023** |

**Present**

Colin Booth Group CEO

Chris Cuthell Co-optee

Matt Findull Co-optee

Caroline Firth Co-optee

Kate Gledhill (up to item 9) Co-optee

Ian Hargreaves Co-optee

Jon Skurr Co-optee

Jamie Sunter Staff Member

David Yates (Chair) Governor

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

**In Attendance**

Philip Brewster Senior Finance Business Partner

Andrea Cowans Director of Student Life

Mala Dhillon Group Director of People, Development & Culture

Naveed Hussain Head of Equality, Diversity and Inclusion (EDI)

Stuart Jolley Chief Financial Officer

Carol Layall Director Quality of Education

Kevin O’hare Principal, Keighley College

Michelle Ritchie Governance Manager

Gemma Simmons-Blench (from item 2) Deputy CEO Curriculum & Quality

The meeting location was changed to online and took place via Microsoft Teams at 4pm.

**PART 1 - MEETING ADMINISTRATION AND GOVERNANCE**

**1. Welcome and Apologies for Absence**

Naveed Hussain, Head of EDI, was introduced to attendees and was welcomed by the Chair to their first Keighley College Board meeting.

**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 23 November 2022 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held in November 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 23 November 2022 be approved as an accurate record and signed by the Chair.

**5. Communications**

Chair’s Update

On behalf of Keighley College board members the Chair expressed congratulations to the Chair of Luminate Education Group, Dr Shaid Mahmood, on his Member of the Order of the British Empire (MBE) award for services to further education in Leeds and West Yorkshire.

Link Governors

Several board members provided feedback from recent engagement with the college in their capacity as link governors. The areas covered included SEND, change management & strategy and Finance. The finance link governor feedback was provided at item 14.

It was noted that most Level 1 students had some SEND need, however, it was reported that SEND students were achieving good results and often outperforming those without need.

The Chair and Link Governor for ‘change management & strategy’ informed board members that he had frequent contact with the Principal and that their recent discussions had included local politics, competitors and college positioning.

The Chair thanked board members for their contributions and reiterated the value of the link governor role to board discussions. All Link Governor feedback forms would be made available on the governance portal (VBR).

Feedback from Group Board

The Chair and CEO provided feedback from a meeting of the Group Board held in December, with the following key points being highlighted:

* Group board confirmed its intention to withdraw as sponsor of White Rose Academies Trust at the end of January 2023.
* Group board approved the 2021/22 financial statements.
* The group’s Risk Management Policy and Procedure 2022/23 was approved and was available to view within VBR.
* A new Fire Safety Statement of Intent and Policy was approved and, subject to final review/approval by the Leeds Conservatoire Board, would be published within VBR in due course.
* The Office for National Statistics (ONS) announced on 29 November 2022 that following a review of the classification of the further education (FE) sector it had decided that the sector was now to be included as part of the public sector. The Group CEO reported on the challenges this presented the group in relation to commercial loans for capital investment. Board members were assured that the change would not directly impact Keighley College. The longer-term view was that the FE sector should expect a DfE College Financial Handbook similar to the Academy Trust Handbook.

Other General Communications

With regards stakeholder meetings it was noted that the Principal had recently met with the Head of Oakbank Primary School and, at a separate meeting, with the new Director of Children’s Services at Bradford Council.

**6. Outcomes of Board Effectiveness Review**

Board members received a summary of outcomes from the annual effectiveness review meetings carried out in November 2022. A detailed discussion took place on specific suggestions that concluded with agreement that board meeting frequency should not increase but the current time allocated be used more effectively. This could be achieved with more succinct papers that focus on impact and clarity on the discussion point. There was a clear preference for face-to face meetings and members were receptive to an increased use of Virtual Boardroom (VBR).

Board members were informed that the Luminate group board received a regular summary report from each of the FE College boards and going forward all Keighley College summary reports would be available to Keighley College board members within VBR.

Following a discussion on the current board profile, the need for increased diversity in board membership was agreed as an additional action for 2023/24.

The Governance Manager informed members that their effectiveness review feedback would be considered as part of an overall review of the governance calendar for 2023/24.

RESOLVED:

To approve the actions identified from the board effectiveness review and to include a new action relating to board diversity.

**PART 2 - STRATEGY AND POLICY**

**7. Principal’s Report, including progress against strategic priorities and update on Keighley Towns Fund and Levelling Up Fund**

The Principal’s report was provided via a presentation and discussion was framed around the college strategic priorities. Board members welcomed the news that the college had been awarded ‘College of Sanctuary’ status and the Principal thanked the Adult Learning team for their contribution in securing this award.

Stakeholder relationships with local businesses and councillors were being nurtured through college visits and membership of external groups. Board members were made aware of the recent School Liaison Officer resignation and the immediate challenges this had presented which included gaps in crucial engagement with young people and the local school network. It was noted that the Principal had filled in whilst the new School Liaison Officer was being recruited.

Student attendance was on par with the rest of Luminate Education Group and it remained a challenge across the group. Board members discussed FE and secondary school attendance trends and post pandemic parent and student attitudes towards attendance.

With regards the curriculum, recent managerial appointments to the Construction department were having a positive impact on staff and students.

The Principal reported that Phase 1 college reorganisation plans were progressing and the Staff Governor provided assurance that a carousel approach to course electives was already working well.

Board members were informed that student starting points for English and maths were lower than expected and this may present a risk to college targets. Linked to this issue was a proposal to consolidate English and maths into one department. A benefit of consolidation was a consistent quality of education across the college.

Looking ahead to 2023/24, Phase 2 would be a period of further curriculum development. In summary, the intention was for the Heads of Department to focus on the key areas of growth i.e. 16-19 programmes and apprenticeship provision. The remaining delivery i.e. HE, Access and AEB income lines would form part of a separate department. During 2024/25, Phase 3, the college would align itself to local and regional needs through the creation of a ‘Technical Centre’ and inputting to internal and external discussion around the Post-16 academic provision for Bradford. It was suggested that a proposal for a new Creative Arts provision be discussed at the upcoming board away day or future meeting.

The board received an update on capital investments including the Future Technologies Hub and Adult Skills Hub. It was noted that Keighley College and the University of Bradford’s joint bid for Bradford Council’s ‘Levelling Up’ funding had been unsuccessful. The funding would have been used to reconfigure and expand the Advanced Manufacturing Hubs into a hi-tech facility supporting research and development in emerging technologies such as advanced robotics. It was reported that the University of Bradford would continue to develop the concept and explore other funding options.

Board members encouraged the college to extend its thinking beyond electric vehicles to new climate change technologies to be used within college and within training for future jobs.

The Chair confirmed that Phase 2 & 3 discussions would be picked up during the upcoming Board Away Day.

**PART 3 – PERFORMANCE MONITORING AND SCRUTINY**

**8. Equality, Diversity & Inclusion Annual Report**

The Head of EDI presented the EDI Annual Report and its Executive Summary. A further decline in staff and student disclosure had resulted in limited data and this presented inadvertent barriers for the college in understanding its community and related cultural issues. However, it was known that the college had a large percentage of students from the South Asian community. Board members were informed that the college had used this intelligence to build relationships and better meet the South Asian community needs. Attracting students from other wards would require the college to continue to work more closely with the Pakistani community in particular.

The data was clear that the college staff profile did not represent the student population and local community. Board members requested that the EDI Annual Report reference the college board membership and intentions to improve its diversity.

Board members were assured that the Principal, Head of EDI and HR colleagues were using the Race Equality Roadmap and would provide training and engagement opportunities to address the non-disclosure issue.

Board members challenged specifics within the report and had a lengthy discussion around practical activities aimed at diversifying the management staffing profile. Board members encouraged the college leadership team to embrace the talent and skills of its wider community through mentoring opportunities, raising staff aspirations, group-wide secondments and externally funded courses. Bradford Council was cited as having recently completed a similar exercise and their lessons learnt would be invaluable to the college.

Board members welcomed the opportunity to meet outside of the meeting with the Head of EDI and the Group Director of People, Culture & Development to discuss the EDI Annual Report in more detail.

**9. In-Year Quality of Education**

The Deputy CEO Curriculum and Quality reminded board members that key performance figures and related discussion had been covered within the Principal’s update at agenda item 7. It was highlighted that the Central Quality Team had spent time within college lessons, talking to staff and students, and had observed the start of a turnaround to a 1 grade SAR (self-assessment) improvement. The Staff Governor confirmed that a new BRAG student dashboard was an enabler to helping identify students that would benefit from early intervention. This availability of student data was making it easier for staff to understand student needs and support their progression.

The attendance data and related discussion was revisited by board members. College attendance had improved 4-5% on the previous year, 2021/22. In response to a query from the board, the Deputy CEO Curriculum and Quality confirmed that Post-16 national attendance data did not exist. The Staff Governor advised that discussions at a national English & maths group suggested that Keighley College attendance was in line with other colleges nationally.

**10. Business User Survey Results**

The Director Quality of Education confirmed it was the first year that the group had split its Business User Survey results data by college. It was noted that Keighley College staff had most interaction with Estates and IT departments. The Chair explained that the board had an opportunity to shape a cost effective central services and requested that this discussion be deferred to the Away Day. Meanwhile a copy of the presentation would be available to view within VBR.

**11. Student Surveys – Analysis and Proposed Action**

Board members received a summary of results and actions arising from the Student Exit Survey 2021/22 and the On-Entry Survey 2022/23. The Director Quality of Education confirmed that an analysis of these results was discussed with Heads of Departments within their Performance Review meetings. The Board welcomed the report and reiterated the importance of student voice within discussions.

RESOLVED:

That the proposed actions listed in section 5 of the circulated report be progressed.

**12. CSR Strategy & Action Plan – Annual Impact report**

Board members received an update on college CSR activity during 2021/22. The Group Director of People, Development and Culture reported that the college was now more proactive and engaged in CSR events. Highlights referenced included achieving College of Sanctuary status and a Refugee Film Festival. Board members reflected that CSR had previously been ‘patchy’ and enquired about community feedback on college CSR activity. The Chair requested an Away Day discussion on how CSR activity links to the college strategic objectives.

**PART 4 - RISK MANAGEMENT AND FINANCE**

**13. Review of College Risk Register**

In reviewing the current iteration of the college’s risk register, board members debated issues pertaining to specialist staffing risks. Board members were optimistic that a perceived slowdown in the construction industry could see trades people moving into teaching roles.

RESOLVED:

To approve the latest iteration of the 2022/23 risk register, as presented.

**14. Financial Position and Forecast**

The Chief Financial Officer highlighted that the year to date figure was down due to the timing of some receipt of some income streams and the completion of the report (i.e. HE income was not reflected within the report). A current year negative EBITDA reflected recruitment challenges. Put into context the college was £51k adverse to the budgeted position.

The Finance Link Governor commented on the group’s ‘unconventional’ but effective business planning process. Challenges anticipated across the group included utility costs, staff pay and the impact of the ONS reclassification of colleges. More positively, capital funding opportunities existed to improve building conditions and implementation of energy efficiency schemes and programmes.

The Chair was satisfied that this year’s budgeting and finances were reasonably accurate and that board members were now informed of potential future financial challenges (i.e. utility costs).

The meeting closed at 18.25

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