**LUMINATE EDUCATION GROUP**

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| **MINUTES OF THE MEETING OF THE**  **KEIGHLEY COLLEGE BOARD**  **HELD ON WEDNESDAY 28 JUNE 2023** |

**Present**

Nimra Abid (up to item 11) Student Member

Aisha Ali Khan Co-optee

Colin Booth (up to item 12) Group CEO

Chris Cuthell Co-optee

Matt Findull (from item 4) Co-optee

Ian Hargreaves Co-optee

Jo Rusden Staff Member

Jon Skurr (up to item 12) Co-optee

David Yates (Chair) Governor

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

**In Attendance**

Greg Bourke (from item 12) Head of Department (Construction & Trades)

Laura Cavanagh (up to item 10) Head of Communications

Stuart Jolley Chief Financial Officer

Kevin O’hare Principal, Keighley College

Michelle Ritchie Governance Manager

Gemma Simmons-Blench Deputy CEO Curriculum & Quality

David Warren (up to item 12) Group Vice Principal Development

The meeting took place in the boardroom, Keighley College, and started at 4.00pm. Co-optees Aisha Ali Khan and Jon Skurr joined the meeting via Microsoft Teams.

**MEETING ADMINISTRATION AND GOVERNANCE**

**1. Welcome and Apologies for Absence**

Apologies for absence were received from Caroline Firth and Kate Gledhill (Co-optees).

Laura Cavanagh, Head of Communications introduced themselves as a first-time attendee to Keighley College (KC) Board. Jo Rusden was welcomed as the new Staff Member and Aisha Ali Khan a new co-opted member.

**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. The Group VP Development and Principal declared that they were Keighley Towns Fund Board members.

**4.**  **Minutes of the Meeting held on 15 March 2023 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held on 15 March 2023 and the rolling list of actions/matters arising from previous meetings.

* Action 11, November 2022: this had been closed down as market share raw data had been circulated by email, it was noted that a more detailed analysis was planned.
* Action 4, March 2023: The Governance Manager suggested that the discussion on Governors’ role in relation to meeting local needs and Learning & Skills Improvement Plans (LSIPs) would feature at the joint FE Board Development Day in October.
* Action 7, March 2023: The Principal informed the board that a potential collaboration with Harrogate College to deliver retrofit training courses would be explored.

RESOLVED:

That the minutes of the meeting of the board held on 15 March 2023 be approved as an accurate record and signed by the Chair.

**5. Communications**

1. Chair’s Update

The Chair’s update referenced the Luminate Group ‘STEM Assured’ status and Bradford Council’s plans for a new Employment & Skills Service. The outcome of the New College Keighley Free School bid was expected in May 2023 but remains unannounced.

1. Update from Student Member

The Student Member reported on a successful Culture Day held in May 2023 celebrating culture, music and dance. Board members were informed that signposting to mental health support had been improved in response to student feedback.

1. Feedback from Group Board

The Group CEO provided feedback from meetings of the Group Board held in April and June 2023. Highlights included; consultation on a draft Luminate Group Strategy 2023-25 (to be discussed at agenda item 9); the Luminate Group Accountability Agreement was formally approved; an updated version of the Group Memorandum of Understanding & Scheme of Delegation was approved; John Toon was appointed as Chair Designate and it was agreed that the group progress with the four FECTF (Further Education Capital Transformation Fund) capital projects.

Arising from a discussion around the Keighley College estate, the Group CEO confirmed that capacity was not an issue and that the future focus was to align existing space to new curriculum delivery. However, a new heating management system was urgently required and likely to be addressed via a SALIX Decarbonisation bid.

1. Other General Communications

The Deputy CEO Curriculum and Quality provided feedback from the unannounced Safeguarding Inspection carried out by Ofsted at the Leeds City College Printworks and 14-16 provision in May 2023. Board members debated the ‘trigger’ and expressed their full support to the executive and all other staff involved in the visit. It was confirmed that the Ofsted report wasavailable to view within the Resources area of virtual boardroom (VBR).

**6. Feedback from Link Governors**

Feedback from the SEND link governor had been made available to view within VBR.

The finance link governor expressed a level of concern at the 2022/23 EBITDA fluctuation reported within the finance papers presented to the board and the variable quality of financial forecasting across the group. The Chief Financial Officer responded that the quality of financial forecasting varied across the group as some Heads of Department were optimists and some pessimists. Members noted that, taking into consideration lagged funding, the Chair stated that he proposed the college should target a return to a positive EBITDA situation in 2024/25.

**7. Terms of Reference 2023/24**

A temporary increase to the size of the board from 12 to 13 members was agreed, enabling the appointment of one additional co-optee.

Members discussed the frequency and length of board meetings for the coming year and expressed reservations about a move from four to three meetings. The Governance Manager reminded board members that the 2023/24 schedule included a new joint FE Board Development Day at the start of term. This full day event would bring together KC, Harrogate College and Leeds City College board members for sector training and briefings relevant to all attendees and in effect remove some of the generic items from the local FE Board agendas – freeing up meeting time for college specific discussion.

Invites had gone out for three KC Board meeting dates in 2023/24 and are set for three hours. Some board members expressed a preference for the longer and fewer meetings providing a comfort break was included within the agenda.

The Chair undertook to discuss the schedule of meetings with the governance team.

**PART 2 - STRATEGY AND POLICY**

**8. Keighley College Strategic Priorities**

The KC Strategic Priorities 2023-25 had been discussed and agreed at previous KC board meetings. At this meeting, board members received a designed copy of the KC Strategic Priorities 2023-25 and were asked to approve the final document. Some proposed minor amends were put forward and the Principal undertook to address them (for example, the college’s purpose was to reference progression to Higher Education) before going to print.

RESOLVED

The board approved the college’s strategic priorities document for the period 2023-25, subject to minor changes of a presentational nature.

**9. Luminate Education Group Strategy**

Laura Head of Communications gave an overview of the process undertaken for the new group strategy. KC board members provided positive feedback on the overall content and look of the draft group strategy document. It was suggested that Keighley College be added to the map as an outlier to Leeds (mirroring how Harrogate College is represented).

Board members expanded the discussion to consider how learner case studies could provide assurance that the college was ‘transforming lives’. There was a short debate on the use and benefit of unique group member logos, concluding that individuality was preferred and assisted with a sense of belonging to the group member rather than Luminate group.

Several board members highlighted that KC had a proud and long history dating back to the Keighley Mechanics Institute which opened in 1825, making it one of the oldest colleges in the country. The Head of Communications and Principal was asked to consider an anniversary event.

**10. Keighley Towns Fund**

The board received a progress report on the Keighley Towns Fund projects that included change management, budget and risk. With regards the Skills Hub, board members discussed a risk around NHS funding, highlighting that NHS priorities may shift due to their own rebuild capital programme having recently been approved. The board supported the Keighley Towns Fund projects and asked to be kept informed of progress. Next steps were to seek group board approval at its July meeting for the fully funded Advanced Manufacturing Hub, and group board approval for the Skills Hub would be addressed in due course.

**11. Principal’s Report**

The Principal’s presentation provided an update on progress against the KC Strategic Priorities2019-22. Highlights included Keighley College’s success in the Planet Earth Games, hosting of a refugee meal, participation in Keighley Talent Pathways for year 10 pupils and a Curriculum Experience Day attended by 100+ students. Board members recognised and welcomed how the college is using its building to be part of the local community.

With reference to the recent English and maths GCSE exams, the Principal assured board members that every effort had been made to get students into their exams as attendance was a good success indicator. Attendance at the GCSE English exam was 88% and maths 91%.

In discussing the curriculum, it was noted that the A Level offer would be expanded and board members considered and supported the business case for closing the Alternative Provision at Keighley College. In reaching this conclusion, discussion focused on resource, contract liability and staff redeployment/TUPE.

A snapshot of current application data collected at an Open Event on 19 April 2023 showed positive progress:

* 16-18 was 29% up on applications, 38% up on offers & 55% up on accepts
* 19+ was at 2.3%, -4% offered, -5% accepts (7 students)

**PART 3 – PERFORMANCE MONITORING AND SCRUTINY**

**12. Deep Dive: Construction & Building Services**

Greg Bourke, Head of Department for Construction and Building Trades, guided board members through a presentation (available within VBR) and accompanying board papers that covered the recent history of the department, self-assessment challenges and progress made to date, recruitment challenges and curriculum ambitions.

In 2021/22 the former Manufacturing and Construction department was self-assessed as Grade 4 (inadequate) and placed into special measures with executive oversight. The curriculum was realigned and in September 2022 it became the Construction and Building Services department with Alternative Provision.

Board members were assured that course quality issues were being addressed via the Quality Improvement Plan, employer engagement links were growing and staff recruitment plans were in place to mitigate an over reliance on agency staff. The board encouraged the college to publicise and utilise the high profile employer links for recruitment purposes. Board members heard the Head of Department was working hard to understand and tackle attrition numbers i.e. those learners that left 42 days post enrolment (42 days being the funding marker).

Whilst working on the immediate challenge to move the department away from a Grade 4 self-assessment, the Head of Department also looked to the future developments and referenced curriculum opportunities around renewables and sustainability.

**13. Quality of Education (including HE)**

1. Monitoring progress against Quality Improvement Plan (QIP)

The Deputy CEO Curriculum and Quality reported that student retention was experiencing a year on year decline across the sector; at Keighley College this is most evident in adult learner data. However, 2022/23 achievement data is strong and Apprenticeships are expected to be above the national average. The board discussed the residual challenge of Centre Assessed Grades and Teacher Assessed Grades. It was noted that there were no Progress 8 schools scores since before Covid-19. Board members were assured that the college will focus on improving its value-added scores during 2023/24.

The Board heard that the outturn SAR (Self Assessment Rating) was Good (Grade 2).

1. Sustained Destinations

Board members welcomed the visually appealing and accessible report. It was noted that Apprenticeships, at 54.64%, had the highest sustained positive destination type. Higher Education, at 10%, was the lowest destination type. Destinations was suggested as a topic for discussion at a future FE Board Development Day.

**PART 4 - RISK MANAGEMENT AND FINANCE**

**14. Review of College Risk Register**

In considering the college’s risk register, the Chair enquired about the impact of recent industrial action and the potential for further strikes. Board members heard that whilst there was a small risk of industrial action during enrolment on the whole it was now a national funding issue rather than local. A new emerging risk linked to the Skills Hub (Keighley Towns Fund) was discussed (specifically potential delays to securing the NHS site due to competing NHS capital project priorities) and will be closely monitored by the Principal. The board approved the latest iteration of the risk register.

RESOLVED:

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

**15. Financial Papers**

1. Financial Position and Forecast

The Chief Financial officer reported on a deteriorated level of EBITDA. The EBITDA position at the end of May 2023 of (£706k) represents an adverse performance against a year to date budget of (£610k) by £96k. This is the net result of income being below budget by £461k, only partially offset by an underspend of £365k against expenditure.

The Chair clarified that whilst KC was not making a direct contribution to group finances it was contributing to group operating costs (as discussed at agenda item 6).

1. College Operating Budget 2023/24

The Chief Financial Officer guided board members through the detail of the Operating Budget 2023/24 and, in response to a board member question about how the budget was produced, explained the checks and challenges within the budget development process to reach the presented figures. An example of a challenge was how to spot and moderate the optimistic Heads of Department and boost the pessimistic ones to achieve a balanced budget.

In considering the draft operating budget for 2023/24, board members sought assurance that the agency staffing costs were correct as these had been reduced from the current year. Members expressed some reservations at this reduction due to the unknowns the current recruitment market is presenting. The Chief Financial Officer explained how the budget had been developed and the in-year spend controls. In conclusion, the board agreed the proposed operating budget.

RESOLVED:

To agree and recommend the proposed operating budget for 2023/24 for consolidation into the group budget.

**PART 5 – ASSURANCE REPORTING**

Reports shared via VBR for members review and questions in advance oif the meeting.

**16. Equality Diversity and Inclusion Mid-Year Assurance Report 2022/23**

The board received and noted a mid-year assurance report on equality, diversity & inclusion (EDI). KC remains committed to addressing one of its key EDI issues: improving its staff representation through the diversification of its workforce. The board paper summarised activity to achieve this and related EDI initiatives running locally and at group level. The board accepted the paper. No immediate questions or issues were raised.

**17. Stakeholder Satisfaction**

1. Business User Survey Results – the board received and noted the results from the Luminate Education Group Business Services Survey for Keighley College. Board members were encouraged to look at the Group Services Survey Presentation 2022/23 (FE Colleges combined) had been uploaded to VBR for comparative purposes.
2. Annual Compliments & Complaints Report – the board received and noted a summary of the compliments and complaints received for KC during the 2022/23 academic year. The college had received four formal complaints during 2022/23, an increase of one on the previous year. In addition to this, five informal complaints had been investigated, compared to three the previous year.

The meeting closed at 18.45

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