**LUMINATE EDUCATION GROUP**

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| **MINUTES OF THE MEETING OF THE****KEIGHLEY COLLEGE BOARD****HELD ON WEDNESDAY 30 JUNE 2021** |

**Present**

Colin Booth Group CEO

Matt Findull Co-optee

Kate Gledhill Co-optee

Ian Hargreaves (to item 11) 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**

Lydia Devenny (to item 9) Deputy CEO Services

Janet Faulkner (to item 10) Dean of HE

Bill Jones (from item 5) Deputy CEO & Principal, Leeds City College

Steve Kelly Principal, Keighley College

Lee Pryor (from item 9) Director of Apprenticeships and Business Engagement

Gemma Simmons-Blench Deputy CEO Curriculum and Quality

Sharon West Governance Consultant

The meeting took place remotely via Google Meet and started at 4pm

**MEETING ADMINISTRATION**

**1. Welcome and Apologies for Absence**

The Chair welcomed Jamie Sunter to his first meeting as the newly appointed staff member and introductions were made. Apologies for absence were received from Naz Kazmi (co-optee). Steven Burles (co-optee) was also absent from the 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**

The Chair reminded Board Members of the requirement to declare their interest in any agenda items. There were none specific to the agenda for this meeting.

**4. Minutes of the Meeting held on Wednesday 17 March 2021 and Consideration of any Actions or other Matters Arising**

The Board considered the draft minutes of its meeting held on 17 March 2021 and the rolling list of actions/matters arising from previous meetings. With regard to the latter, all identified items appeared separately on the agenda for this meeting or were scheduled for a future meeting.

RESOLVED:

That the Minutes of the meeting of the Board held on 17 March 2021 be approved as an accurate record and signed by the Chair.

**5. Communications**

The Chair provided feedback from the May group board meeting. It was noted that the refresh of the Luminate Group strategy was progressing and its contents would inform future strategic priorities for Keighley College.

The Group CEO advised that there was nothing to bring to the attention of the Board in terms of the Group Property Strategy. The Chair highlighted that the Keighley College building was coming up to 10-years old and was therefore moving into a phase where maintenance and replacement would become necessary. The Group CEO confirmed that work was being undertaken on how to tackle the backlog. The Principal added that the risk report presented separately on the agenda picked up the work that was being done in conjunction with the Group Director of Estates & Capital Projects and Head of Health & Safety.

Feedback was provided from recent link governor engagement with the college. An initial link governor meeting with SEND Heads of Department had taken place earlier that day with a lot of interesting discussion regarding staff commitment and the college’s response throughout the pandemic. There had also been a positive link governor meeting with the Head of Support Services to discuss equality, diversity and inclusion and the college’s application of the group’s strategy, its recruitment strategies, and the appointment of an EDI Champion. The Board was particularly pleased to note that staff feedback indicated that they felt safe and supported. The Board was also informed of the Keighley College Recruitment Day being held on 6 July. The Chair emphasised the importance of ensuring that the link governor feedback loop worked, and that sight was not lost of key matters link governors wanted the Board to consider further. He urged them to use the feedback sheet provided by the Director of Governance.

**STRATEGY AND POLICY**

**6. Principal’s Report**

The Principal updated the Board on the college’s continuing response to Covid, the Bradford District vulnerable learners’ review and the positive progress made against the College’s strategic priorities and targets as at period 9.

In relation to student numbers, it was acknowledged that as restrictions were eased, current students may wish to return to the College to complete their studies in addition to new students being recruited. Board members discussed the impact this could have on capacity, staffing and resources. The Principal advised that work was already underway on developing timetables and extending the induction period to help manage any associated pressures.

The Board went on to consider the development of Providence Park immediately opposite the College (part of the Towns Fund); this was expected to provide enormous opportunities for the Town and for Keighley College.

**FINANCE AND RISK MANAGEMENT**

**7. Review of Strategic Risks 2020/21**

Having reviewed the current iteration of the College’s risk register the Board was satisfied that appropriate actions had been identified to reduce the probability or impact of the risks identified. Members discussed an ongoing risk relating to community tensions affecting the College community (risk 19/20.07) and were satisfied with the mitigations in place which include close liaison with the Police. Following discussion, it was agreed to close a risk relating to the College’s contract for the delivery of District PRU (pupil referral unit) provision as the risk was no longer deemed to be relevant following changes in the contracting arrangements; the College would however continue to work with Bradford Council to develop its PRU/NEET provision.

Board members requested sight of the risk scoring system to enable them to better understand how risk is determined and mitigated. The Deputy CEO Services therefore agreed to share the Group Risk Management Policy (including the scoring matrix) with the Board.

RESOLVED:

To approve the latest iteration of the Keighley College risk register, including the removal of the risk relating to the District PRU.

**8. Finance**

Financial Position and Forecast 2020/21

In considering the current financial position, the Board was pleased to note a positive performance against budget as at period 9 and the forecast EBITDA for 2020/21. Board members sought and received confirmation that recruitment to staff vacancies had not been restricted.

College Operating Budget 2021/22

The Deputy CEO Services presented the proposed operating budget. Board members reviewed the key assumptions and discussed the risks around the adult education budget (AEB), noting that AEB would be carefully monitored across the group due to the changing and complex landscape. Board members questioned the significant increase in income and expenditure and what contingency plans were in place given the continuing uncertainty. The Deputy CEO Services outlined how the budget was developed to include a flexible staffing element. The Group CEO went on to explain the lagged funding system and how growth in student numbers would not be reflected in funding until the following financial year. The Board acknowledged that whilst targets were ambitious, the budget was cautious, and therefore agreed to resource the growth and progression.

A discussion followed on the group’s performance review and business planning process following which members asked that a further briefing be provided to the Board to aid members’ understanding of the budgeting process.

In conclusion, the Board approved the 2021/22 operating budget and acknowledged that the Keighley College financial recovery plan had now been exceeded. With regard to the latter, it was agreed to recommend to the Group Board that this be formally closed down.

RESOLVED:

(a) To approve the Keighley College operating budget for 2021/22 and recommend to the Group Board its consolidation into the Group budget; and

(b) To recommend to the Group Board that achievement of the financial recovery plan be confirmed, and the plan formally signed off.

**PERFORMANCE MONITORING AND SCRUTINY**

**9. Higher Education (HE) Performance Report**

The Board reviewed performance data relating to the College’s HE provision with a focus on retention and predicted achievement for 2020/21. With regard to the latter, Level 4 achievement showed an improved position but Level 5 was lower, partly attributable to some Level 5 students having chosen to suspend their studies in semester 1. A discussion took place around 2021/22 student recruitment and future marketing needs. Growth of the College’s HE provision is a strategic priority and the Board therefore agreed to carry out a ‘deep dive’ as part of a future meeting. In the meantime, members encouraged the Dean of HE to notify the Board of any support required to support growth, especially in engineering. At the request of Board members, the Dean of HE also outlined the group’s HE quality assurance arrangements and the external verification and validation processes. The Board recognised that delivering HE in FE was challenging and went on to discuss the variety of progression pathways.

**10. Apprenticeship Enhancement Week**

The Director of Apprenticeships and Business Engagement presented a report summarising the outcome of the Apprenticeship Enhancement Week. The Chair drew members’ attention to problems that had been identified across the group in recording ‘off the job training’ which had now been resolved.

The Board was pleased to see that the College was building on training needs analysis. It discussed the College’s relationship with existing employers and how this continued to be developed, recognising the need to work with employers on marketing and post-pandemic changes.

Members questioned if the sample size used during the Enhancement Week was sufficient to provide a robust opinion. The Director of Apprenticeships and Business Engagement agreed that a bigger sample would be more beneficial.

**11. Quality of Education**

In-Year Performance and Predicted Student Outcomes for 2020/21

The Deputy CEO Curriculum & Quality advised that some types of provision had suffered a disproportionate impact as a result of Covid. Some leadership and management issues had been identified and had been picked up in the risk register and the Quality Improvement Plan. The Principal emphasised that target setting was aspirational and, whilst 46% of students that had withdrawn had gone on to positive destinations, this had impacted on the College’s overall achievement.

The Deputy CEO Curriculum & Quality informed the Board that National Achievement Rate (NAR) tables would not be published by the Department for Education (DfE) again this year but that the Association of Colleges (AoC) was working with member colleges to create ‘mock’ NAR tables.

The Board commended the level of commitment shown to support all students to achieve but questioned whether the dip in achievement rates would impact on the College’s self-assessment for 2020/21. It was reported that whilst the College’s self-assessment remained a Grade 2 it was a weaker Grade 2 than the previous year. Final achievement data and the College’s draft self-assessment report would be presented to the Board in November.

Monitoring of Quality Improvement Plan (QIP)

The Deputy CEO Curriculum & Quality presented an overview of the progress made against the seven areas for improvement identified in the College’s QIP. It was generally felt that whilst work remained to be done in some areas, there was also much to celebrate.

**12. Student Progression and Sustained Destinations 2019/20**

The Board considered the progression and destinations data for 2019/20, acknowledging that destinations would be increasingly used to assess performance over the next few years. The College’s data was good, demonstrating a strong career pathway for students.

It was reported that the four central boroughs of Keighley (being amongst the most deprived in the country) have improved educational outcomes as a result of activity by the College and other community partners.

Members asked that future reports of this nature focus more on impact, drawing out the key themes from the data for discussion by the Board.

**13. Annual Complaints Report 2020/21**

It was reported that the College had received three complaints during 2020/21, compared to one in the previous year. Whilst an increase, this number was considered to be negligible in the wider context of the College's population.

Board members queried the one complaint that had progressed beyond Level 1 and were assured that this was not a matter of concern but reflected some of the challenges experienced post cyber-attack.

In response to a question on compliments, the Principal undertook to consider ways in which to better record these in order to provide a more rounded report going forward.

The meeting closed at 6.35pm

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