

LUMINATE EDUCATION GROUP

MINUTES OF THE MEETING OF THE KEIGHLEY COLLEGE BOARD HELD ON WEDNESDAY 22 NOVEMBER 2023

Present

Nimra Abid (to Item 12)	Student Member
Aisha Ali Khan	Co-optee
Chris Cuthell	Co-optee
Caroline Firth (to item 12)	Co-optee
Tim Rogers	Co-optee
Jo Rusden	Staff Member
David Yates (Chair)	Governor

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

In Attendance

Carol Layall (from item 12)	Director Quality
Mala Dhillon (from item 12)	Group Director for People, Development & Culture
Amy Edsger (from item 12)	Senior HR Business Partner
Mel Halstead	Director of Governance
Stuart Jolley	Chief Financial Officer
Kevin O'hare	Principal, Keighley College
Jane Pither (to item 10)	Governor
Michelle Ritchie	Governance Manager
Gemma Simmons-Blench	Deputy CEO Curriculum & Quality
John Toon (to item 9c)	Chair of Governors

The meeting took place in the boardroom, Keighley College, and started at 4:00pm.

MEETING ADMINISTRATION AND GOVERNANCE

1. Welcome and Apologies for Absence

Apologies were received from Colin Booth, Group CEO & Governor, Matt Findull and Kate Gledhill both Co optees.

John Toon and Jane Pither were welcomed to the board meeting. John Toon was introduced as new Chair of Governors. John Toon asserted that Keighley College was an important part of the Luminare college group and he recognised KC's high aspirations and its challenges. Board members were reminded of their local autonomy and accountability. Group board support for KC remained unwavering.

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. John Toon advised that his employer acted for Bradford City Council.

4. Minutes of the Meeting held on 28 June 2023 and Rolling List of Actions and Matters Arising

The board considered the draft minutes of its meeting held on 28 June 2023, and the rolling list of actions/matters arising from previous meetings, noting that many were now complete and some were on the agenda for today's meeting.

RESOLVED:

That the minutes of the meeting of the board held on 28 June 2023 be approved as an accurate record and signed by the Chair.

5. Communications

a) Chair's Update including feedback from Group Board

The Chair's update from group board included sign-off of the Luminate Education Group Strategy 2023-25, the 2023/24 student recruitment position (with the exception of HE, all recruitment levels at KC were up on 2022/23), progress on FECTF & other capital projects and that the FE college Safeguarding Children & Adults Policy 2023/24 is available on Virtual Boardroom (VBR). The Governance Manager undertook to provide a hyperlink to the LEG Strategy 2023-25.

b) The Link Governor discussion took place at agenda item 6.

c) Update from Student Member

The Student Member reported on a successful Halloween event held in October. It was also reported that the mental health & wellbeing of students, and specifically loneliness, was a priority for the Students Union (SU). New student clubs for recreational activities such as pool and table tennis had been established to help address loneliness. Apprenticeship students acting as mentors and increased visibility by support services were having a positive impact. The above activity when coupled with an initiative to provide all participating students with a small Christmas gift was regarded by the board as innovative work.

There was an informal discussion on the impact of the Gaza/ Israel situation on staff and students. It was confirmed that the college's position was 'neutral' in relation to the conflict. An SU Statement would be circulated to members via email.

d) Any Other Communications

The Principal had attended the Association of College Annual Conference and provided feedback on the key discussion themes that were primarily Artificial Intelligence (AI) and Curriculum Reform. It was noted that the Group CEO led Luminate's Strategic Priority 5: AI. With regards Curriculum Reform, conference discussion was focussed on the Advanced British Standards and T Levels.

6. Feedback from Link Governors

The most recent HR & EDI Link Governor feedback had been made available to view within VBR. It was confirmed that Link Governor arrangements would now be coordinated by the Governance Team to enable more effective administration of each visit, reduce the workload of staff and remove the onus from board members to make contact. This was approved by the board, except where good connections and regular meetings were already in place. Board members were asked to volunteer for vacant link governor roles. Aisha Ali Khan expressed an interest in the EDI role. The table below confirms the allocations for 2023/24.

RESOLVED:

An expression of interest was received for one role.

Proposed Link Governor Role	Proposed Board Member
Teaching, Learning and Assessment (TLA)	Vacant
Finance	Vacant
HR & EDI	Kate Gledhill
Health & Safety	Vacant
Safeguarding and Prevent	Jo Rusden
Special Educational Needs and Disabilities (SEND)	Caroline Firth
Careers Information Advice & Guidance	David Yates (Group Link Governor IAG)
Regional Strategy & Skills (SP1 & SP4)	Matt Findull

7. Review of Board Effectiveness

The Governance Manager confirmed that Luminare Education Group would adopt the revised FE Code of Good Governance from 1 January 2024. Board members were notified that a self-assessment against the revised code would be take place in the new year and a plan to address any gaps would be presented back to the board in due course Board members agreed that a gap analysis would be useful and recommended incorporating a flow chart of key responsibilities allocated to Group Board and KC Board.

It was agreed that a rolling programme of one to one effectiveness review meetings would commence in December 2023. Any outputs presented back to the board would be anonymised.

RESOLVED:

Board members agreed the proposed review of board effectiveness.

PART 2 - STRATEGY AND POLICY

8. Deep Dive: English and maths

The Head of Department for Service Professions delivered a curriculum Deep Dive presentation that highlighted the success of consolidating English and Maths delivery. The new structure and approach were positively impacting on student achievement and progress. KC had invested in apprentice teachers and study coaches.

Board members sought and received detail on the expected success on the progress scores and targets for 2023/24. A positive trend in KC progress scores (now moving faster than the rest of the country) was evidenced by KC moving up national progress scores league tables. In a table of 232 English colleges, in 2021 KC ranked 184 and in 2022/23 KC ranked 109.

Board members were reassured that those students unable to sit and/or pass the exam had an alternative option such as functional skills. Overall, board members were pleased that the strategy and interventions presented were working for students.

9. Principal's Report

The following papers were discussed as part of the Principal's Report:

- a) College update & progress against strategic priorities 2023/24:
Board members enquired as to the cause of the increase (+95) in 16-19 student numbers. The Principal confirmed this was a direct result of gaining an increased market share due in part to improved marketing and student liaison work.

A progress update was provided on the two Keighley Towns Fund projects; Manufacturing, Engineering & Advanced Technologies Hub and the Adult Skills Hub. Delays to both projects were discussed. A virtual reality video of the new Advanced Manufacturing Hub would be circulated outside of the meeting. The Adult Skills Hub project completion and associated funds drawdown feature on the college risk register. Board members were informed that due to external factors this risk was increasing and therefore actions to find an alternative site were being considered to mitigate this risk. This was also discussed under the Risk Management agenda item and mitigating actions were agreed.

The Principal provided evidence of progress against each of the 2023/24 strategic priorities. It was noted that KC had been approached to revisit plans to open a Robotics Centre. Highlights included, KC had been highly commended in the FE Awards in category for 'Best Volunteering College'. Welding apprentices Harry Pullan had won Worldskills national finals. KC was exploring a potential collaboration with PureHouse a retrofit company that also offered training.

- b) Student Outcomes 2023/24
Although improved the apprenticeship achievement statistics were still low. Attendance figures were challenged (English & maths 88%) and the Deputy CEO Curriculum and Quality explained that KC had performed better than the national average but accepted there was still room for improvement. Board members recognised an upward trend on the majority of outcomes data presented.
- c) Quality & Financial Targets 2023/24
The BRAG ratings were queried and explained. Board members observed that KC had performed well on stakeholder satisfaction surveys. The Deputy CEO Curriculum & Quality confirmed that stakeholder satisfaction was an area of strength for KC. Following further discussion on attendance data the Quality and Financial Targets 2023/24 were approved for inclusion in the Group Strategic & Operational Development Plan (SODP). Board members requested a key on the colour coding be added to future reports. The Governance Manager confirmed that the Luminare SODP would be available to view within VBR in January.
- d) Risk Management Annual Report 2022/23
The Principal guided the board through the risk profile of 2022/23 and it was noted that despite mitigating actions the red recruitment risk remained high. Board members agreed the content of the paper and that it be presented to Audit Committee.
- e) Review of Risk Register 2023/24
Discussion was focused on the Adult Skills Hub that needs to be operational by March 2026 in order to draw down the grant funding. Mitigations such as sourcing an alternative host site and engaging the local authority in funding discussions were explored. Board members asked that the Chair consider writing to the relevant boards to inform them that the KC position would need to be reconsidered in the New Year.

The risk associated with achieving a Self-Assessment Grade 2 was closed (as it had been met) and replaced with a new risk to maintain a Grade 2. Board members agreed the latest iteration of the risk register and proposed changes.

RESOLVED:

The board approved the latest iteration of the risk register and agreed to recommend Group Board include the proposed quality & financial targets in the Luminate Group Strategic and Operational Development Plan 2023/24.

10. Luminate Skills Statement

The Deputy CEO Curriculum and Quality guided members through the rationale for the Luminate Skills Statement and stated its ambition to support SMEs that was not necessarily represented in the Local Skills Improvement Plans. The Skills Statement had been consulted on through the Luminate Employer Board and was developed in response to the Skills and Post-16 Education Bill. It is intended to complement Luminate's Annual Accountability Statement and provides a starting point for the Enhanced Skills Inspection anticipated to take place before June 2025.

Board members welcomed future plans to develop and share impact statements with key stakeholders. Board members agreed to support the Luminate Skills Statement.

PART 3 – FINANCE

11. Finance Papers

The board received two finance papers:

a) Financial Outturn 2022/23

The EBITDA position at the end of July 2023 of (£526k) represents an adverse performance against the budget. This was the net result of income being above budget by £389k, which was partially offset by an overspend of £80k against expenditure. The overall outturn position was slightly better than the previous forecast due to £69k additional income and a minor reduction in expenditure.

b) Financial Position and Forecast 2023/24

The Chief Financial Officer reminded board members that the report was provided very early in the year but the position budgeted for will be positively impacted by student recruitment. The DfE 'exceptional growth funding' and uplift for staff pay award was welcome news. It was noted that there was still a requirement for agency staff at KC.

PART 4 – ASSURANCE REPORTING

12. Spotlight on HR & Organisational Development

Safeguarding, Health & Safety and Special Education Needs & Disabilities Annual Assurance Reports 2022/23 were provided for information and questions invited in advance – no questions were received.

The Group Director of People Development & Culture highlighted five key points in the HR & OD Annual Assurance Report:

- Overall staff turnover was down from 31% to 19%. A deep dive was planned to understand why staff left within 12 to 24 months.
- KC job applications per vacancy had increased but challenges remained particularly in trade departments. Teaching apprenticeships were to be explored. Board members discussed the decline in the construction sector and the career change opportunities presented for those individuals to enter the FE sector.

- Sickness numbers had increased. This was a known phenomenon for the time of year when common colds and mental health problems typically arose. Board members sought to understand the trends in the sickness data presented and encouraged further investigations.
- KC had a balanced age staff profile but there was still progress to be made on translating applications from ethnic minority candidates into appointments.
- The Organisational Development team would deliver continued professional development.

The staff survey results were positively received. A focus on addressing reported IT infrastructure issues was suggested by board members. The Chair extended an offer to meet with the Chair of the disability staff forum.

PART 5 – PERFORMANCE MONITORING AND SCRUTINY

13. Quality of Education

The following quality papers were presented and discussed:

- a) Self-Assessment Summary Report (SAR) 2022/23 – Board members debated the known issues with trades curriculum and work placements. KC had more work to do to get every learner a work placement. The board approved the following judgements and an overall Grade 2.

Judgement	SAR Judgement 2021/22	SAR Judgement 2022/23
Overall Effectiveness	3	2
Quality of Education	3	2
Behaviour and Attitudes	3	2
Personal Development	3	2
Leadership and Management	3	2
Programmes for Young People	3	3
Adult Learning Programmes	3	2
Apprenticeships	4	3
Provision for Learners with High Needs	3	2

- b) Quality Improvement Plan (QIP) 2023/24 – The Director of Quality confirmed that the QIP have been developed based on the actions identified through the Self-Assessment Reviews and validation. Six key actions were within the KC Quality Improvement Plan and all of them were agreed by the KC Board. The six actions were summarised as: Improve main programme achievement and progress rates; improve English & maths achievement and progress scores; improve opportunities for work placements to 70%; improve overall attendance to 85%; Address L2 Apprenticeship end point assessment process and further develop the staff body.

The meeting closed at 7:15pm

Signed: (Chair)

Date: