

## LUMINATE EDUCATION GROUP

### MINUTES OF THE MEETING OF THE KEIGHLEY COLLEGE BOARD HELD ON WEDNESDAY 20 NOVEMBER 2024

#### Present

Julia Grainger	Co-optee
Matt Findull	Governor and Chair
Caroline Firth	Co-optee
Lexi Harney	Student Member
Tim Rogers	Co-optee
Jo Rusden	Staff Member

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

#### In Attendance

Clare Fitzgerald	Head of Stakeholder Engagement
Sarah Heaton	Head of Learning & OD
Umair Hussain	Senior Finance Business Partner
Bill Jones	Deputy CEO & Executive Principal LCC
Steve Navotni	Learning & OD Business Partner
Kevin O'Hare	Principal, Keighley College
Michelle Ritchie	Governance Manager
Gemma Simmons-Blanch	Deputy CEO Curriculum & Quality
Natalie Wilson	Group VP Curriculum and Skills

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

## MEETING ADMINISTRATION AND GOVERNANCE

### 1. Welcome and Apologies for Absence

Apologies were received from Aisha Ali (Co-optee) and Colin Booth (Group CEO). Other attendees providing apologies were Carol Layall (Director of Quality) and David Warren (Group VP Development).

The new Chair welcomed everyone to the meeting and round table introductions were made for new members Julia Grainger (Co optee) and Lexi Harney (Student Member), and Natalie Wilson (Group VP Curriculum & Skills and ELT Lead for KC).

### 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 and the following declarations were noted:

- Caroline Firth: A temporary communications role on behalf of Yvette Cooper MP
- Tim Rogers: Chair of Keighley Towns Fund Board
- Kevin O'Hare: Keighley Creative Trustee & Towns Fund Board member.

#### **4. Minutes of the Meeting held on 26 June 2024 and Rolling List of Actions and Matters Arising**

The board considered the draft minutes of its meeting held on 26 June 2024 and the rolling list of actions/matters arising from previous meetings. Regarding the latter, it was noted that many of the actions were now complete and others appeared on the agenda for this meeting.

The Chair confirmed that the District Career Review outcomes were now available and a link to the report would be circulated to board members.

**RESOLVED:**

That the minutes of the meeting of the board held on 26 June 2024 be approved as an accurate record and signed by the Chair.

#### **5. Communications**

##### **a) Update from Chair including feedback from Group Board**

The Chair updated the board on the discussions and key decisions from the Group Board meetings in July, September and October which included the approval of the Group SODP 2024/25, Group People Strategy and Group Remuneration Strategy along with a number of group policies, all of which are available on Board Effect, including EDI and Conflicts of Interest and Related Party Transactions.

The Joint FE Board Development Day held in October at Keighley College was well attended by the three-member boards. Topics covered included restorative practice training, student voice, Group Services cost benchmarking and a detailed session on the 2023/24 group self-assessment report.

##### **b) Update from Student Member**

140 ballots had been received for the Students' Union 'Make Your Mark' campaign and drop-in sessions were being held for anyone who wanted to discuss ballot options and provide qualitative feedback. Board members enquired about emerging ballot themes and the Student Member relayed that requests for 'new furniture' was high on the student priority list. The Principal concurred and gave assurances that new furniture was in the pipeline.

It was noted that a Halloween themed murder mystery event had been very successful.

##### **c) Feedback from Link Governors**

Four Link Governor visits had taken place since the start of term. The new board member, Julia Grainger, had taken on two link roles and had held introductory meetings with TLA & HR personnel. The TLA visit provided a whole college introduction and an invitation to participate in some learning walks in the new year. The HR visit highlighted that the HR restructure was going well but KC staff absence due to mental health required some focus.

The Safeguarding Link Governor reported that at 148 safeguarding incidences the second half term was up 30% on the first half term. The increase was attributed to increased awareness amongst staff and students. The predominant categories were mental health and sexual abuse (external). The Chair thanked members for their Link Governor reports and confirmed these were available to view in the Library area of Board Effect.

##### **d) Any other communications**

The Deputy CEO Curriculum and Quality informed the board that impending government curriculum reforms for FE Providers were expected to be announced week commencing 1 December. It was anticipated that there will be a new requirement to deliver four hours face to face teaching to English & maths resit students that will add pressure on staffing

and the college timetable. It is unknown if the resits will be extended to include students with a grade 4 – pushing to grade 5 – but if it does the implications for students and college resources are extensive.

## 6. Proposed Governance Arrangements

The KC Board Terms of Reference had been updated to allow for up to two Vice Chairs and expressions of interest would be invited by email. Board members that were active in 2023/24 would be invited to an Effectiveness Review meeting with the Chair. The online meetings would take place in January 2025 and feedback presented at the March board meeting.

Link governor arrangements for 2024/25 were agreed as follows:

HR	Julia Grainger
EDI	Aisha Ali
Safeguarding	Jo Rusden
Regional Strategy	Matt Findull
Skills	Tim Rogers
TLA	Julia Grainger

**RESOLVED:**

Board members agreed to recommend the KC Board terms of reference 2024/25 for approval by the Group Board.

## PART 2 - STRATEGY AND POLICY

### 7. Strategic Deep Dive: a) Employer Engagement & Employer Network & b) Skills contribution

The Group Vice Principal Curriculum and Skills informed the board that from the new year the Luminate Employer Board will be split into a Luminate Stakeholder Board and LCC Employer Board. Therefore, Keighley employers who might have sat on the Luminate Employer Board will engage directly with KC led employer activities. The benefit of this will be a more strategic approach, enabling Keighley College to be more responsive to stakeholder needs and resulting in more meaningful discussions for all.

Board members received a presentation on the different stakeholder groups KC was operating within civic, community, education and employer settings. Highlights included a 'Forestry School' to be rolled out to business for staff away days; ESOL classes delivered at the Sangat Centre and a British Sign Language Café/Hub at KC. Work placements and masterclasses had been secured through Bradford Council's estates team and East Riddlestone Hall.

With regards Bradford City of Culture on 16 December 'Railway Children Live' was coming into college and providing opportunities for students to participate in the theatre build and performance.

The Deep Dive presentation also included an update on social media analytics which showed a significant uptake in online engagement: *TikTok views at 158,900 views +505% reaching an audience of over 104,000 people an increase of 999.99% (Oct 23 - Oct 24)*.

## 8. Principal's Report

### a) College Update

The Principal reported that apprenticeship recruitment was back on track and numbers enrolled on 16-18 Study Programmes had surpassed an ambitious target. All strategic priorities were progressing well and board members were particularly pleased to note that:

- Strategic Priority 1 – the college reorganisation had been successful and a more detailed update would be provided at the KC Board Away Day.
- Strategic Priority 2 - the SAR 'Skills' judgement had moved from reasonable to strong.
- Strategic Priority 3 – the 'Age of Wonder', a 7-year study capturing the journey through adolescence and adulthood for all teenagers in Bradford, was underway and formed part of the wider Born in Bradford project which KC will support.
- Strategic Priority 4 - KC will celebrate its 200th birthday in 2025 and plans were underway, including a new KC logo, for celebratory events in early February 2025.
- Strategic Priority 5 – Luminate Group is creating specialist teaching roles, particularly for those with industry skills.

### b) Towns Fund update

The Principal reported that Luminate Group takes ownership of Keighley Manufacturing Hub on 11 December 2024 and, following the procurement and fit out of capital equipment, the building would open on 26 February 2025. The location of the Adult Skills Hub was highly likely to be co-locating with Keighley Creative at an East Street Arts owned site. Board members enquired if a reduced footprint could provide the same outputs and the Principal confirmed this was the case.

### c) Risk Management Annual Report 2023/24

The Principal presented the Risk Management Annual Report 2023/24 and drew the Board's attention to some in year movement and specifically risk closures/additions. The college successfully achieved a Self-Assessment Grade 2 in year, resulting in the closure of risk KC 13. However, a new risk was recommended to ensure that this grade could be sustained. In June 2024, a new risk emerged, focusing on the obsolescence of desktop computers.

RESOLVED:

To approve the annual report and agree that the same be presented to the group audit committee to inform its annual opinion on the group's risk management arrangements.

### d) College Risk Register 2024/25

New College Keighley was previously reported as an emerging risk. With support from local schools, the Principal has featured in the local press objecting to the plans. Board members flagged a reputational risk associated with heading up these objections which the Chair and Principal undertook to discuss outside of the meeting. It was agreed to return to this item for further discussion at the KC Board Away Day5.

RESOLVED:

The board agree the latest iteration of the KC risk register

## PART 3 – PERFORMANCE MONITORING AND SCRUTINY

## 9. Stakeholder Satisfaction

**a) 2023/24 Staff Survey Results**

A presentation on Staff Survey results 2023/24 highlighted that KC returned 72% on the Employee Engagement Index which was significantly higher than the national average of 62%. Board members welcomed the strong results and recognised that KC and the wider group had plans in place to address the areas of challenge, for instance 'software systems' and 'opportunities for career progression within the organisation'. Board members concurred that a positive culture change was evidenced through the staff survey and the Chair congratulated KC on the strong results.

**b) Annual Complaints & Compliments Report**

In summary, KC received six formal complaints in 2023/24 which was a slight increase of two compared to the previous year. No complaints had EDI themes. 25 compliments were reported to the Quality Directorate. It was noted that the Quality Directorate intended to explore complaints received from SEND learners and their experiences.

A data error was identified within the dashboard presented and it was therefore agreed that a revised version would be circulated to the board.

**10. Quality of Education****a) 2023/24 Self-Assessment**

At the Joint FE Board Development Day in October attendees agreed the Luminate SAR and this KC Board meeting provided an opportunity to consider the Keighley specific detail. The recent restructure had emphasised a known issue that Personal Development, Behaviour & Attitudes (PDBA) was inconsistent within apprenticeship delivery, however, board members were reassured that it was being addressed. A 'Good' SAR rating was welcomed.

Judgement	SAR Judgement 2022/23	SAR Judgement 2023/24
Overall Effectiveness	2	2
Quality of Education	2	2
Behaviour and Attitudes	2	2
Personal Development	2	2
Leadership and Management	2	1
Programmes for Young People	3	2
Adult Learning Programmes	2	1
Apprenticeships	3	3
Provision for Learners with High Needs	2	2
Contribution to meeting the skills need	Reasonable contribution	Strong contribution

**b) Student Outcomes & 2023/24 Exit Survey Results**

The Student Outcomes paper identified a KC strength in its delivery of Technical Certificates. The Deputy CEO Curriculum and Quality reported overall 'excellent' On Exit Survey results and quoted 94% of students enjoying their time at KC. More context to the SEND student results was requested and the explanation covered how SEND students might be transferred between courses until ready to study their chosen pathway, thus affecting their student satisfaction results.

**c) Quality Improvement Plan (QIP) 2024/25**

In relation to the QIP, the NEET (Not in Education, Training or Employment) discussion was revisited. Board members recognised that KC attendance figures are strong.

RESOLVED:

The board agreed the 2024/25 Quality Improvement Plan (QIP).

**11. Financial Position and Forecast**

**a) Financial Outturn 2023/24**

Board members were reassured that whilst the Financial Outturn 2023/24 was adverse it was not as low as forecast due to a positive income year.

**b) Financial Position & Forecast 2024/25**

With regards the in-year position KC was reporting a strong performance and forecast to break even at the end of the year.

**PART 4 – ASSURANCE REPORTING**

**12. Annual Assurance Reports 2023/24**

The following Annual Assurance reports were received: SEND, Safeguarding, Health & Safety and People Services. Detailed questions received from board members had been responded to outside of the meeting and shared.

The meeting closed at 7:10pm

**PART 5 – CONFIDENTIAL BUSINESS**

**13. Annual Review of Senior Staff Remuneration – see separate confidential minutes.**

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