

LUMINATE EDUCATION GROUP

MINUTES OF THE MEETING OF THE KEIGHLEY COLLEGE BOARD HELD ON WEDNESDAY 2 JULY 2025

Present

Aisha Ali (from item 7)	Co-optee
Colin Booth	Governor and Group CEO
Matt Findull	Governor and Chair of the Board
Caroline Firth	Co-optee
Julia Grainger	Co-optee
Tim Rogers	Co-optee

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

In Attendance

Kevin O'Hare	Principal, Keighley College
Michelle Ritchie	Governance Manager
Gemma Simmons-Blench	Deputy CEO Curriculum and Quality
Paul Ward	Head of Finance Business Partnering
Natalie Wilson	Group Vice Principal Curriculum & Skills

The meeting took place via Microsoft Teams and started at 4.30pm.

PART 1: MEETING ADMINISTRATION AND GOVERNANCE

1. Welcome and Apologies for Absence

The Chair reminded everyone that this board meeting had been arranged as the meeting scheduled for Wednesday 25 June had not been quorate and therefore took place as an informal meeting to discuss those items not requiring a decision. This had proved worthwhile, particularly for the Strategic Deep Dive into Apprenticeships.

Apologies for absence were received from Marc Porcel Turu (co-optee). However, it was noted that Marc had attended the informal meeting in June.

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 three were noted as per the Corporation's register of interests, as follows:

- Tim Rogers is Chair of Keighley Town Board (oversight of £20m 'Neighbourhood Funding')
- Kevin O'Hare is a Trustee on Keighley Town Board
- Kevin O'Hare is a member of Keighley Creative

4. Minutes of the Meeting held on 19 March 2025, Rolling List of Actions & Matters Arising

The board considered and approved the draft minutes of its meeting held on 19 March 2025. With regards the rolling list of actions/matters arising from previous meetings, it was noted that these were expected to resolve during the next academic year.

RESOLVED:

That the minutes of the meeting of the board held on 19 March 2025 be approved as an accurate record and signed by the Chair.

5. Communications: Feedback from KC Board meeting 25 June 2025

The Governance Manager provided a summary report from the board's informal meeting held in June, which included:

- Update from Chair including feedback from Group Board
The Group Vice Principal Curriculum & Skills confirmed that the Annual EDI Report 2023/24 was available to view on the LEG website. Two new risks had been added to the group risk register relating to (i) potential industrial unrest and (ii) poor reputation with DfE Capital Team. The six new group strategic priorities for 2025/26 were shared and, on a separate note, Forvis Mazars had been appointed as external auditors to the group.
- Update from Student Member
A culture day was held and well attended. Guest visitors included West Yorkshire Police and Bradford 2025. The 2026 Culture Day will be hosted by Business students.
- Feedback from Link Governors
The HR Link Governor had met with the college's Senior HR Business Partner to discuss the impact of the apprenticeship changes on Keighley College (KC) staff. No concerns were reported.
- Luminate Education Group Strategy 2025-2027
Following feedback gathered at the World Café and a period of consultation with Luminate staff, a refreshed group strategy was presented for feedback, prior to the final version being approved by the Group Board in July. The Deputy Head of Communications highlighted key changes made to the document, including new images, new 'Shared Services' section, added accreditations and more narrative on how the group is measuring its civic impact. Board members asked that acronyms within the document be expanded.
- Strategic Deep Dive: Apprenticeships
The Group Director of Apprenticeships presented on the new group strategic approach to apprenticeship delivery and realignment of KC apprenticeships to a central Luminate department. Board members discussed rationalising apprenticeship standards down from 136 to 72, Luminate's apprenticeship league table performance (57/133 comparable providers) and the group's ambition to reduce reliance on sub-contractors. It was explained that the new approach will drive results through addressing silo working, taking a sector-led approach (rather than regional) and providing a consistent stakeholder experience across the group. The board sought and received assurances about marketing, branding, complaints management and oversight of the Advanced Manufacturing Hub. Board members also touched on the implications for T Levels. It was understood that the KC Principal remains the public face of KC apprenticeships and already has a strong working relationship with the Group Director of Apprenticeships.

- Principal's Reports: College update including Adult Education Hub
A review of Adult Education Hub project costs (£906k fully funded) was underway and would be presented for approval via the Property Strategy Committee on 1 July 2025. The group was currently waiting for the lease to be signed by the building owners, Frazers.
- Quality of Education (In Year Student Data Report & Progress Against QIP)
The In Year Student Data report indicated that student retention at KC is strong. The board heard that there were five checkpoints in place to support accurate predicted achievement. Apprenticeship outcomes at 60-63% were performing well against the national average but it was agreed further improvement can be made through the new group approach. Value-added scores and English & maths were discussed as areas of challenge and board members were reassured by the Deputy CEO Curriculum & Quality that actions are in place to support KC as seen in the Quality Improvement Plan (QIP). It was noted a cross-group working group had been set up to share best practice on improving student attendance.
- Financial Position & Forecast 2024/25
The Financial Position and Forecast 2024/25 dashboard had been updated to reflect the transfer of apprenticeship funding from KC to a central department resulting in positive progress for KC's EBITDA. Board members were informed that the use of agency staff continued to have a significant impact on the KC budget, prompting a discussion on teaching staff pipelines. More positively, grant funding to cover National Insurance costs from April 2025 had been higher than forecast.
- Actions noted:
 - Circulate a link to the Transforming Lives video
 - Circulate the final version of the strategy, agreed by Group Board
 - Add key college dates e.g. Culture Day to the future dates on each agenda
 - Circulate the Apprenticeship presentation slides to all board members
 - Collate staff feedback on apprenticeship restructure and bring outcomes to the board
 - Consider Trauma Informed training for Governors
 - Consider adding a KC specific Carbon Annual Report to the schedule of business

6. KC Board Terms of Reference 2025/26

The Governance Manager confirmed that Terms of Reference for this board were fully reviewed in November 2024 and updated to include provision for the appointment of at least one and up to two Vice Chairs from among their existing members. Other than an update to the applicable year no further amendments were proposed for 2025/26.

RESOLVED:
To reaffirm the board's terms of reference for 2025/26.

PART 2 - STRATEGY AND POLICY

7. Principal's Reports

a) Progress against current Strategic Priorities and Proposed Strategic Priorities

The Principal reminded the board of his PowerPoint presentation made on Wednesday 25 June (available to view in the governance portal, BoardEffect). It was reiterated that 'good' progress had been made against the current KC strategic priorities. Board members received a paper proposing a new set of strategic priorities 2025-2027. The paper reflected discussions from the KC Board Away Day in May, where attendees had debated possible new strategic priorities

2025-2027. From that debate the Principal had refined and proposed five new strategic priorities for approval, as follows:

- SP1. Deliver Inclusive Excellence in Teaching, Learning and Assessment
- SP2. Build a Future-Focused Curriculum that Powers Skills, Progression, and Place-Based Growth
- SP3. Champion Partnerships that Drive Opportunity, Access and Local Impact
- SP4. Create a Safe, Sustainable and Inclusive Culture Where People Flourish
- SP5. Embrace Innovation and Digital Transformation to Future-Proof Learning and Operations

The board was again reassured that these map to the new group strategic priorities within the refreshed Luminate Strategy 2025-2027.

RESOLVED:

To agree the proposed KC strategic priorities 2025–2027 as outlined above.

b) Review of College Risk Register

The Principal brought to the board's attention the addition of one new risk which related to apprenticeship delivery moving to a central department, as discussed by the board in June. In summary, the new risk captured concerns over potential loss of local responsiveness, weakened employer relationships, and brand dilution due to the restructuring of business development and apprenticeship functions. The Principal clarified that this was a short-term risk and would remain only whilst the KC apprenticeship delivery transitioned to a central department. In response, board members again emphasised that the Principal is the 'face' of Keighley College and as such the risk may exist longer than the transition period and until the new arrangement has fully embedded.

RESOLVED:

To approve the latest iteration of the college risk register and the addition of the new risk around apprenticeship delivery.

c) Proposed Quality & HR Targets

The board received a paper detailing the proposed Quality & HR targets for 2025/26. The targets are based on current in year data and predicted student outcomes and aim to ensure the best outcomes for KC learners and enable KC to maintain its 'Good' rating and achieve more 'Outstanding' features. The board was reminded that at the previous meeting (25 June) the Deputy CEO Curriculum and Quality had responded to a query about why two destination targets had been reduced, confirming that this was following a lower outturn for 2023/24 and to support the college with a more realistic target.

RESOLVED:

To recommend the KC Quality & HR Targets for inclusion in the Luminate Group Strategic and Operational Development Plan 2025/26.

PART 3 – PERFORMANCE MONITORING AND SCRUTINY

8. Financial Reporting: Operating Budget 2025/26

The Head of Finance Business Partnering presented the KC Operating Budget 2025/26. It was noted that moving the apprenticeship delivery to a central department had affected KC staffing, estates and service charge costs and was a key contributing factor to the positive picture for college finances in 2025/26. It was reported that the KC EBITDA figure was expected to move from a negative to a positive position during 2025/26. An increase in Adult Education Funding

for KC was also anticipated. Board members welcomed the positive financial picture presented for the coming academic year.

RESOLVED:

To recommend the proposed budget for KC for inclusion in the group operating budget 2025/26.

The meeting closed at 16:50